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## **MARKETING STRATEGY OF RELIANCE DIGITAL AND EMPLOYEE PERFORMANCE**

**Prince Bansal, Assistant Professor, Seth GL Bhani SDPG College, Sri Ganganagar  
(Rajasthan)**

**Email: [bansalprincesgnr@gmail.com](mailto:bansalprincesgnr@gmail.com)**

**ABSTRACT:** With the increasing concept of globalization, it becomes easy for the companies to hire employees from different backgrounds and take advantage of the business operation. The companies are looking the ways to develop creative as well as competitive work environment so that it can adopt successful strategies which bring diverse and skilled employees in the organization. From the perception of the company's HR, the main issue faced by the retailers is to handle and manage diversity along with eliminating the chances of conflicts and develop a spirit of teamwork, tolerance, and collaboration.

The core aim of this study is to provide and take actionable insights that will help in fostering the knowledge on workforce diversity and its impact on the performance level of Reliance Digital's employees. In addition to this, the second objective of this study is to identify the factors i.e. age, gender, education and ethnicity which affect the satisfaction and morale of employees and ultimately their performance. The reason for selecting the Reliance Digital it that it has its operation across the company and the findings of this study can be used and linked with the overall retail industry of India.

**Keywords:** -Reliance Digital,Employees,Marketing,HR,Workplace diversity

### **1. INTRODUCTION**

With the increasing scope of globalization, several companies are looking for improving their current workforce and improve their position in the industry. This is because the continuous change in the economic, technological and social factors demands to change the type of workforce so that the company can meet the requirement of the global market. Therefore, it becomes compulsory to implement the same strategy in the organization (Malik et al. 2017). Workforce diversity means discriminating against the employees based on age, gender, educational background, religion, nationality, etc.



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Discrimination at the workplace will affect the communication channel and conflicts among employees if it were not managed properly. The most common background for employee's discrimination when they were hired from different backgrounds are age, ethnicity, educational background and gender (Blancero et al. 2016). Several companies believe that workforce diversity will affect the employee's performance in a positive way. Large MNCs hire employees from several cultures, countries, styles, and values and in return employees expect to get a return from the company in terms of performance which is essential for their growth and development. Due to this reason, the importance of identifying the effect of workplace diversity on the output increases. Workplace diversity gives numerous benefits along with the challenges in the context of effective management (Önday, 2016).

## **2. RELIANCE DIGITAL: BUSINESS DESCRIPTION**

The main objective of conducting this study is to identify the factors that will affect the performance of employees when the organizations fire employees from a diverse background. All activities of the study are focused on a single organization i.e. Reliance Digital. The company provides ample solutions for IT products, durables, and works as a single segment of Reliance Retail, which is a subsidiary of the well-known conglomerate Reliance industry This segment gives the option of more than 200 local and other international brands to its large customer base. The company has its operation in electrical products, home appliances, accessories, luxury goods, and all related products. Currently, the company is having 2000 stores of Reliance Digital Xpress Mini and other Digital Stores in more than 600 cities in India.

## **3. RESEARCH AIMS AND OBJECTIVES**

The core aim of this study is to understand workplace diversity and its impact on the overall performance of Reliance Digital and its employees. However, the objective that supports the aim and helps in achieving the aim is listed below and it also includes the detailed study of other factors such as age, education, gender, and ethnicity. The objectives of this study are as follows:

- To analyse and understand the significance of workforce diversity at Reliance Digital
- To analyse the relationship between the workforce diversity and performance of employees.



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- To identify the initiative strategies taken by Reliance Digital to implement the diversity at workplace and examine its effects
  - To suggest the recommendations for Reliance Digital to get maximum advantage from diversity at the workplace.

#### **4. LITERATURE REVIEW**

As stated by Jha (2009), the diversified workforce is a vital asset of any organization because a diversified workforce can give various kinds of suggestions to deal with a problem through their different perspectives.

Sharbari et al. (2008) state that Indian business and workplace scenarios lack in terms of diversity management approach because the manager is not trained and skilled enough to handle and manage diversity. Companies that fail to manage diversity in the workforce fail to be competitive. It is the responsibility of the sales managers to integrate diversity and make them effective by measures to train them. The advantages of having a diverse workforce

Barrington and Troske (2011), who suggests that effective management of a diverse workforce can also help in gaining competitive advantages over other companies. Scott (2012) also stated that the inclusion of a diverse workforce has the potential to create an evident and ethical image of the organization which will attract more customers and hence enhances sales through the company's promotions and referrals.

Kunze et al (2011) stated that the formations of these organizations are like a marriage between two different entities and for it to be successful, there must be compatibility and adaptation in both the parties. The diversity is like a two-edged sword which can have both positive and negative effects on the organization, and it depends upon how it is managed (Jonathan et al., 2004). Talking about the positive effects, it helps the organization to have a wider and better understanding of the needs of people belonging to different places, culture, and preferences. This understanding is vital to further strategize the marketing plans to cover a wider and more diverse size of the population. A diverse workforce has diverse skills to offer to the organization. The negative impacts of mismanagement are cold war, workplace politics, non-obedience, bad employee relations and many more.



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It is augmentation and leveraging of efficiencies in integrating different ethnicities through combining the skills, creativity, and ideologies to accelerate the achievement of organizational objectives and gain competitive advantage. Saumya Goyal (2009) depicts a model of diversity wheel which is categorized into two dimensions, the first one tells about primary factors of diversity like gender, age, mental/physical abilities, race, sexual orientation, ethnic heritage, etc. The second category comprises of work experience, geographic location, religion, income, first language, position or designation in the company, family background, communication style, education and so on. Given below are some essential aspects based on which discrimination commonly exists:

## **5. RELATIONSHIP BETWEEN WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE**

While managing a diverse workforce, it is hard to instruct all the employees in the same language and instructions. Apart from that, the employees often get themselves in issues or disputes due to personal differences. Still, a diverse workforce can be better in increasing productivity and problem-solving. This makes the organization reach a global scale if integrated properly. A firm that welcomes and appreciates diversity undergoes positive changes and improvised employee performances (Barrington and Torske, 2001). When international firms do business on a global scale, they deal with a wider range of diversity in the workforce due to people being hired from a different location. The skill to manage diversity thus helps in understanding what it takes to do international business. The appreciation of diversity promotes equal participation of each employee to improve their competency skills and work on a global scale (Gilbert et al. 2000). Arpita (2007) argues that due to the rise in globalization, the world is shrinking every day and therefore firms must include cross-cultural employees. The relation between the variables of workforce diversity can be understood as follows:

## **6. RESEARCH METHODOLOGY**

The research methodology of this chapter includes the approaches, methodology, and design used in the study to get the desired results. This is considered as one of the important



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sections of this study as this helps in deciding the sample population, method of collecting data, approach, philosophy, and sampling method used for analysis and obtaining the appropriate results to take results timely.

### **RESEARCH PHILOSOPHY**

The research philosophy is the outermost layer of the research onion model given by Saunders in the year 2009. The research philosophy of this study means the beliefs related to the type of the reality of the data being investigated. The segments included in the philosophy are interpretivism, realism, and positivism. The use of the philosophy is done as per the required of the specific research (Jafari et al. 2016).

### **SAMPLE SIZE**

The sample size means the total number of the population included in the research as compared to the overall population. The target population of this study is 100 employees.

### **RESEARCH STRATEGY**

The research strategy is the planning and scheduling the activities of research that needs to be executed to get the desired results. Research design is the already planned structure or strategy which defines the methods and approaches mandatory for getting answers to the question. This is further divided into several categories like a case study, survey, active research, grounded research, etc. But the research strategy used in this study is survey experiment and more specifically survey questionnaire which is a proper collection of questions asked by the respondents to collect the primary data (Saleh et al. 2015). The researcher uses several statistical methods and scientific methods to conduct the experiments. In order to successfully conduct the experiments, the researcher develops the relationship between the dependent and independent variables for measuring the cause and effect relationship between the two.

### **RESEARCH BACKGROUND**

The ability to operate the business in the global market is the need to sustain and remain competitive in the industry. In the global market, the company used to analyse and understand the market conditions as well as demographics to fulfil the needs of the target customers. It is found that the company that has a more diverse workforce is like to increase the productivity of its employees and employees become more satisfied as compared to a



company that has employees belong to similar backgrounds or a limited workforce (Holck and Muhr, 2016). Therefore, the importance of workforce diversity is clearly understood with the above lines however, it is also important for Reliance Digital to understand its impact on satisfaction, attrition, and similar management aspects.

### **RESEARCH PROBLEM**

From the perception of the company's HR, the retailer faces the major challenge of managing diversity and inclusion along with the objective of avoiding conflicts and at the same time developing a sense of cooperation, teamwork, tolerance, and collaboration. An organization must be able to effectively handle and take advantage of workforce diversity to better survive in the industry and achieve the target in an industry. It is considered an important integral part of organizational culture and its overall success.

## **7. RESULTS AND DISCUSSION**

### **Q1) Please select your gender**

<b>ANSWERS</b>	<b>RESPONSE FREQUENCY</b>	<b>FREQUENCY PERCENT</b>
Female	38	38
Male	62	62
Transgender	0	0
Prefer Not to Say	0	0

*Table 4.1: Gender Mix of the Participants*

*Source: (Authors Work)*

62% of the Survey participants were male while 38% were female.

### **Q2) Please select you age group**

<b>ANSWERS</b>	<b>RESPONSE FREQUENCY</b>	<b>FREQUENCY PERCENT</b>
18 Years To 29 Years	40	40
30 Years To 39 Years	32	32
40 Years and Above	25	25
Prefer Not to Say	3	3



*Table 4.2: Age Groups of the Participants*

*Source: (Authors Work)*

40% of the Survey participants were of the age group 18-39 years; 32% of 30 -39 years; 25% of 40 years and above while 3% declined to comment.

**Q3) Are you an employee of Reliance Digital?**

<b>ANSWERS</b>	<b>RESPONSE FREQUENCY</b>	<b>FREQUENCY PERCENT</b>
Yes	100	100
No	0	0

*Table 4.3: Participants Response about their employment status with Reliance Digital*

*Source: (Authors Work)*

All the participants were employee of Reliance Digital.

**Q4) How long have you been working with Reliance Digital?**

<b>ANSWERS</b>	<b>RESPONSE FREQUENCY</b>	<b>FREQUENCY PERCENT</b>
Less Than A Year	20	20
Between One to Three Years	35	35
Between Four to Nine Years	21	21
Ten Years and Above	8	8
Prefer Not to Say	16	16

*Table 4.4: Participants Response about their employment duration at Reliance Digital*

*Source: (Authors Work)*

20% of the participants have been working with Reliance Digital for less than one year; 35% for between 1-3 years, 21% for 4-9 years, and 8% for over ten years while 26% declined to comment.

**Q5) Are you aware about the concept of workplace diversity?**

<b>ANSWERS</b>	<b>RESPONSE FREQUENCY</b>	<b>FREQUENCY PERCENT</b>
Yes	65	65
No	35	35

*Table 4.5: Participants Response about their awareness of the concept of workplace diversity*

*Source: (Authors Work)*

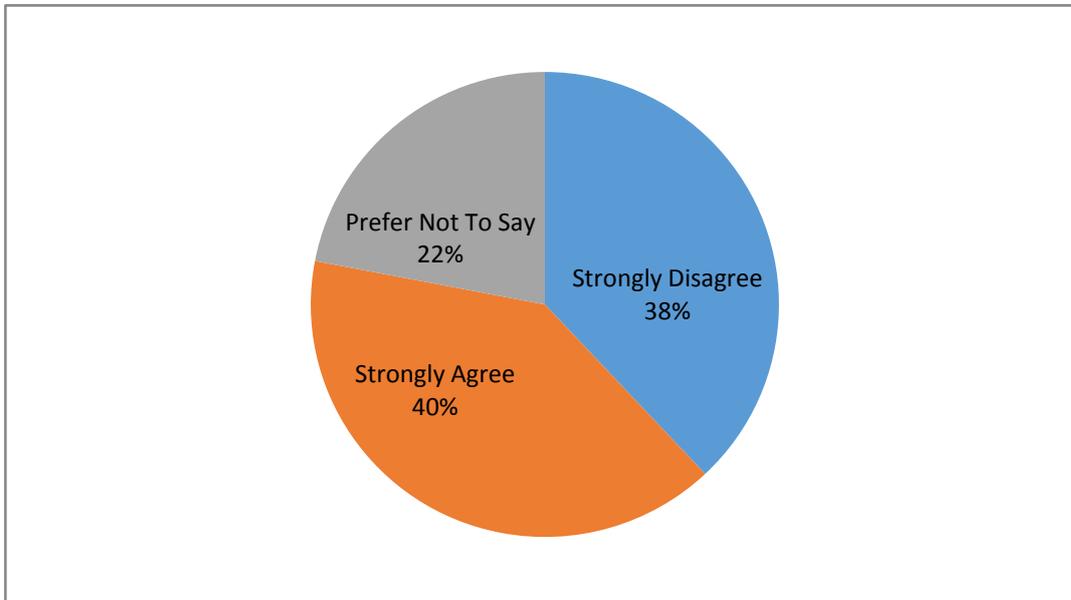
65% of the Survey participants were aware about the concept of workplace diversity while 35% were educated about the concept by providing background information.

**Q6) Do you agree that Reliance Digital has a diverse workplace?**

ANSWERS	RESPONSE FREQUENCY	FREQUENCY PERCENT
Strongly Disagree	38	38
Strongly Agree	40	40
Prefer Not to Say	22	22

*Table 4.6: Participants views about whether Reliance Digital has a diverse workplace*

*Source: (Authors Work)*



*Figure 4.1: Participants views about whether Reliance Digital has a diverse workplace*

*Source: (Authors Work)*

40% of the participants consider Reliance digital to be a diver workplace while 38% did not agree with notion. 22% of the Survey participants declined to comment.

**8. CONCLUSION**

The core aim of this objective is to give actionable understandings and increase the knowledge on workforce diversity and its impact on the employees of Reliance Digital. The second objective of this study is to identify the factors on which the employers make discrimination with employees such as age, gender, education, and ethnicity. From the



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theoretical, conceptual discoveries and empirical data, it becomes easy to analyze the impact of implementing the strategies of workforce diversity on the performance level of employees of Reliance Digital and other similar companies in the retail industry.

The objectives set at the initial stage have been achieved with the help of the strategies and methodologies decided and the research questions set are also acknowledged by the researcher at the time of collecting data. The answers from the research questions are positive and optimistic, ensuring that there is a notable connection between both workplace diversity and performance level. Therefore, it is not unfair to say that the performance of employees is affected by the diversity at the workforce.

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