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NAAC 'A++' Grade

SHIVAJI UNIVERSITY, KOLHAPUR-416 004, MAHARASHTRA

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दूरध्वनी : (ईपीएबीएक्स) २६९०५७१ (दहा लाईन्स), २६९३६४३ (नऊ लाईन्स), २६९३७३० (नऊ लाईन्स)

वाणिज्य व व्यवस्थापन विभाग ०२३१ २६०९१७३ @ ९१७४

Ref. No. SU/C&M/2021-2022/

Date: 30-03-2022

To,
GANESH SHRIRANG NALE
Mob No: 9422422932
Email ID: ganeshnale0@gmail.com

Sub: Provisional Admission and Guide Allotment Letter for M. Phil. / Ph. D. Programme.

Sir / Madam.

With reference to your application, I am to inform you that you are hereby provisionally admitted to **Ph. D. programme in BUSINESS MANAGEMENT** in the Faculty of Commerce and Management Department w.e.f. 01-01-2022 (Under Year 2021 – 2022) under the **guidance Dr. Mrs. V. S. Kadam** Subject to fulfillment of following conditions.

- i) This Guide allotment letter is issued to you after receiving provisional approval from eligibility section and subject to compliance of necessary documents and remission of fee. **[Important Note: This admission shall not be treated as final. The University reserves its right to cancel this admission.]**
- i) You will have to pay the yearly fee as prescribed by University. If you fail to pay the fee regularly for every year, the fine will be imposed as per University rules.
- ii) You are hereby informed to remit fee as prescribed by University and to **submit eight copies of synopsis through the Research Guide to the undersigned within one month from the date of issue of this letter**, failing which your admission shall stand cancelled. No separate Communication will be made in this regard.
- iii) The title of your thesis/dissertation will be communicated to you by PGBUTR Section after approval of Research and Recognition Committee.
- iv) Successful completion of M. Phil / M. Phil course work / per Ph. D. theory course work as per UGC norms shall be pre-requisite for the submission of thesis as per provision of R.R.D. 14.2.

The UGC Regulation on Minimum Standards and Procedure for award of M. Phil. and Ph. D. Degree 2016 (date 16 May 2016), amendment of 2018 dated 27th August 2018 and the rules and regulations approved by university authorities, from time to time shall be applicable for M. Phil./ Ph. D. Programme.

Yours Faithfully,

Dr. Shrikrishna S. Mahajan
30/3/22
Head / Director,

Department of Commerce and Management
Dr. Shrikrishna S. Mahajan

Senior Professor & Head

Department of Commerce & Management

Shivaji University, Kolhapur-416 004

Resource Centre, Shivaji University,

Copy to:

1. **Dr. Mrs. V. S. Kadam (Guide)**

Rajarambapu Insititued of Technology, Sakrale, Sangli

2. PGBUTR Section, Shivaji University, Kolhapur.

3. The Director, Barr, Balasaheb Khardekar Knowledge

Kolhapur.

 Estd. 1962 "A++" Accredited by NAAC(2021) With CGPA 3.52	SHIVAJI UNIVERSITY, KOLHAPUR - 416 004, MAHARASHTRA PHONE : EPABX - (0231) 2609000, PGBUTR -2609296 / 9139 website: www.unishivaji.ac.in, Email - pgbutr@unishivaji.ac.in, pgbutr2@unishivaji.ac.in शिवाजी विद्यापीठ, कोल्हापूर - ४१६ ००४, महाराष्ट्र दूरध्वनी - ईपीएबीएक्स - (०२३१) २६०९०००, पीजीबीयुटीआर - २६०९२९६ / ९१३९ website: www.unishivaji.ac.in, Email - pgbutr@unishivaji.ac.in, pgbutr2@unishivaji.ac.in	
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संदर्भ क्र. शिवाजी विद्या./पीजी-बीयुटीआर/पीएच.डी./ 1047

दि. 27 MAR 2023

प्रति,

श्री. नाळे गणेश श्रीरंग

गट नं. १५३, माने मळा, सातारा रोड,

मु.पो. फरांडवाडी, ता. फलटण, जि. सातारा - ४१५ ५२३ ~~महाराष्ट्र, कोल्हापूर.~~

विषय - पीएच.डी. तात्पुरता प्रवेश रद्द करणेबाबत...

संदर्भ - आपला कार्यालयास प्राप्त ०५ नोव्हेंबर, २०२२ रोजीचा विनंती अर्ज

महोदय,

उपरोक्त विषयसंदर्भात आपणांस आदेशान्वये कळविण्यात येते की, आपण आपले संशोधन मार्गदर्शक यांचेमार्फत सादर केलेल्या विनंती अर्जानुसार आपला शैक्षणिक वर्ष २०२१-२२ मधील Business Management या विषयातील पीएच.डी. अभ्यासक्रमाकरीता मिळालेला तात्पुरता प्रवेश (Provisional Admission to Ph.D.) रद्द करण्याकरीता विद्यापीठ पीएच.डी. नियमावलीतील तरतूद क्र. R.R.D. १८ (a) नुसार आपण प्रोसेसिंग शुल्क रु. २०००/- (रु. दोन हजार फक्त) इतकी रक्कम भरणे आवश्यक आहे.

तरी सदरचे शुल्क भरण्यात येवून सदरची भरणा चलन-पावती पीजी बीयुटीआर विभागास सादर केल्यानंतर सदरचा आपला पीएच.डी. अभ्यासक्रमासाठीचा प्रवेश रद्द होईल, याची कृपया नोंद घ्यावी.

आपली विश्वासू,


उपकुलसचिव

प्रत - माहितीसाठी -

१. डॉ. (श्रीमती) व्ही. एस. कदम, संशोधन मार्गदर्शक,
राजारामबापू इन्स्टिट्यूट ऑफ टेक्नॉलॉजी, साखराळे,
सांगली.

२. अधिविभागप्रमुख,
वाणिज्य व व्यवस्थापन अधिविभाग, शिवाजी विद्यापीठ, कोल्हापूर.

**“A STUDY OF WORKFORCE DIVERSITY, EQUITY AND INCLUSION
(DEI) IN WORKPLACE AND ITS EFFECT ON WORK
ENVIRONMENT WITH RESPECT TO HEALTHCARE INDUSTRIES
IN PUNE DISTRICT”**

A SYNOPSIS OF SUBMITTED TO

SHIVAJI UNIVERSITY KOLHAPUR

**FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY (Ph. D)
IN BUSINESS MANAGEMENT**

SUBMITTED BY

MR. GANESH SHRIRANG NALE
(MBA)

**UNDER THE GUIDANCE OF
DR. MRS. VIDYA. S. KADAM**
(B.SC, MBA, Ph. D)

**ASSISTANT PROFESSOR
DEPARTMENT OF MBA**

K.E SOCIETY’S

**RAJARAMBAPU INSTITUTE OF TECHNOLOGY, RAJARAMNAGAR,
ISLAMPUR, DIST- SANGLI-415414**

“A STUDY OF WORKFORCE DIVERSITY, EQUITY, AND INCLUSION (DEI) IN WORKPLACE AND ITS EFFECT ON WORK ENVIRONMENT WITH RESPECT TO HEALTHCARE INDUSTRIES IN PUNE DISTRICT”

1. INTRODUCTION: -

Today's Organizations are dealing with different types of diversities in terms of race, religion, gender, and generation. Such diversities thus create huge opportunities for both conflict and collaboration. an organization will recognize that each employee has varying access to resources and privileges. And those with less access may need more support in order to take fair advantage of opportunities within a given company. inclusion creates employee engagement and a sense of belonging. In order for organizations to have successful talent, they must embrace and encourage engagement

. Along with employee engagement, organizations need to make sure that they are diverse and have inclusive environment DEI programs help every employee to show up each day without fear of being their true selves. This foster higher degrees of engagement, productivity, and innovation that contribute to increased revenue. DEI programs are an essential aspect of building engaged and happy employees. Organizations with strong diversity climates are more likely to have employees with increased job satisfaction, higher levels of trust, and more engagement. Diversity not only improves performance but also creates positive friction that enhances deliberation and upends conformity. (DE&I) a management plan can help an organization make the most of its diversity by creating an inclusive, equitable, and sustainable culture and work environment. They found that organizations that exhibit gender and ethnic diversity are, respectively, 15% and 35% more likely to outperform less diverse organizations. Similarly, organizations with more gender and racial diversity bring in increased revenue, more customers, and higher profits.

Organizations with diverse environments have increased job satisfaction amongst employees, increased levels of trust, and higher engagement levels. Not only do DEI programs lift morale and overall attitude on an employee level, but they also provide a multitude of benefits that can be seen at every level of the business.

2. THE RESEARCH PROBLEM: -

In the globalization and Indian economy healthcare industry sectors are playing important role. Indian population is second in the world, hence health problems are also created a lot. Indian health care industry contribution in India 2021 GPP was 2.1 %. Diversity Equity and inclusion (DEI) are imperative to driving bottom-line results in healthcare, but those initiatives frequently stagnate at the organizational values stage. DEI affects every aspect of a healthcare organization, so they must be valued and integrated at every level from the patient-facing frontlines all the way up to the boardroom. Only a diverse and inclusive organization can truly respond to the healthcare needs of the whole community.

Healthcare organizations have a growing responsibility to improve diversity, equity, and inclusion (DEI) efforts not only for their employees, but also to better serve patients and their families. DEI has been a recent focus for businesses and organizations across the world, but perhaps none stand to make a greater impact than the healthcare industry, as it directly affects patient health outcomes and quality of life in a profound way. In terms of healthcare, DEI efforts help organizations address:

Diversity: Understanding the background of employees and patients being served, including culture, gender, religious beliefs, and socioeconomic status. Also, hiring and retaining a workforce that is representative of the patient population served.

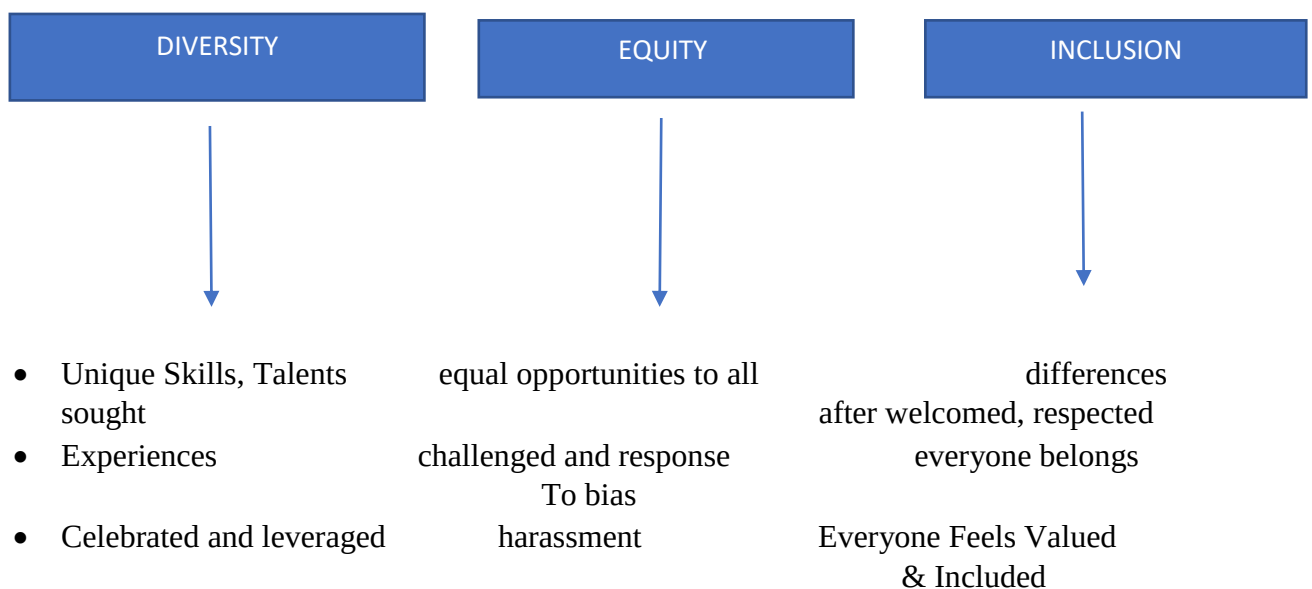
Equity: Ensuring healthcare workers have what they need to do their jobs and patients have what they need in and out of treatment settings to effectively benefit from best practices in treatment.

Inclusion: Giving employees and patients a voice to help provide and receive high-quality care and encouraging the presence of a diverse healthcare staff in the treatment experience of patients.

There are many benefits to diversity in the workplace. Different perspectives, opinions, and ideas can lead to more innovation and better problem solving. This can help companies better serve their customer base, reach new business markets, and gain a competitive advantage.

Following Factors will be used for Study

Internal diversity factor 1. Race of worker 2. Age of worker 3. Ethically code of conduct 4. National Country origin 5. Culture diversity in rural and urban	External diversity factor 1. Educational background 2. Skill and interest of work 3. Religious of employees 4. Geographical location 5. Relationship status 6. Socio economic status 7. Previous work experience 8. Citizenship country
Organization diversity Factor 1. working location of the company 2. Job function of work 3. department of the hospital industry	World View Diversity 1. Country Political Ideology 2. Knowledge Of History Country 3. Culture Events Of Work



3. LITERATURE REVIEW: -

A review of literature is classified namely workforce diversity, equality, and inclusion. Therefore, DEI programs are an essential aspect of building engaged and happy employees. Organizations with strong diversity climates are more likely to have employees with increased job satisfaction, higher levels of trust, and more engagement. A summary of previous research has been referred to in this chapter.

1. Jordan J. Cohen (2011) Increasing the racial and ethnic diversity of the health care workforce is essential for the adequate provision of culturally competent care to our nation's burgeoning minority communities. A diverse health care workforce will help to expand health care access for the underserved, foster research in neglected areas of societal need, and enrich the pool of managers and policymakers to meet the needs of a diverse populace. The long-term solution to achieving adequate diversity in the health professions depends upon fundamental reforms of our country's pre-college education system. Until these reforms occur, affirmative action tools in health professions schools are critical to achieving a diverse health care workforce.

2. Özcan, K. (2011), "Discrimination in health care industry: a research on public hospitals", Equality, Diversity and Inclusion, The purpose of this study is to investigate discrimination areas within public hospitals and discuss the potential reasons that will provide a contributively perspective on reducing discriminative behaviours. The tremendous growth in international business in the last three decades propelled by globalization has encouraged an enormous mobility of workforce around the world than ever before. Revolution in electronics and communication field, the opening of new markets and ease of transportation are bridging the distances of geographies, thereby, resulting in the accelerated trend of globalization and growth in the number of multinational firms. The rapid globalization of the Information Technology¹ (IT) industry in recent years has focused a great deal of attention on India, whose IT industry is now considered as a powerful destination for establishment and investment for giant global IT companies.

3. Desmond Tutu Ayentimi, (2020) Gender equity and inclusion in Ghana; good intentions, uneven progress, Labour and Industry The purpose of this paper is to evaluate gender, equality and inclusion within Ghana through the examination of legislations, policies and programs. The paper evaluates what governments, international organizations and civil society groups have been marshalling towards addressing issues around the world of work, with a particular focus on gender diversity, equality and inclusion in Ghana. The paper highlights the fact that gender objectives have gained recognition and public policy momentum, yet gender segregation, wage inequality and low participation rates for females in tertiary education and the professional workforce do not match the rhetoric of the policy pronouncements. Diversity, Equity and Inclusion in Medicine: Why It Matters and How Do We Achieve It. Diversifying the medical workforce is critical to reducing health care disparity and improving patient outcomes. This manuscript offers a comprehensive review of best practices to improve both the recruitment and the retention of underrepresented minorities in training programs and beyond.

4. Shreelatha R Rao (2014) Workforce Diversity and Management (Ph.D. Thesis)

Workforce diversity is a key word for organizations and leaders of today's organizations and has become crucial concept in global workplaces diversity encompasses within itself a vast reference to all facets of mankind be it gender language culture race religion or creed newline

5.Mooon Paithankar, (2015) Impact of dissatisfaction on employee's turnover in selected small, medium, and large-scale software-industrial units in Pune

The impact of employee turnover has received considerable attention by senior management, human resources professionals, and industrial psychologists. It has proven to be one of the costliest and seemingly intractable human resource challenges confronting organizations. India is currently facing a major shortage of skilled workers in almost every industry. In addition to the worker shortage, there are other factors making employee retention more important than ever before.

6.Ritesh Kumar (2021) Impact of workforce diversity on organization employee's performance a study on Indian it sector Describes the background and introduction of "workforce diversity", definitions, and evolution of "workforce diversity", dimensions of "workforce diversity", reasons for "workforce diversity", and why workforce diversity matters in organizations. Further, it describes the employee and organizational performance in association with workforce diversity. In the end, the chapter covers an overview of the IT

sector and workforce diversity inclusion in the IT sector.

7. Avinash Bhaskar Darekar (2013) A study of hospital management in selected hospitals in Nashik city Human Resource Management and its role in the health care system in India. It plays a crucial role in the rapidly changing scenario of management related to human beings in the organisation. The approach of human resources considers the potentiality and vitality of the people in the organisation. It is the total inherent abilities, acquired knowledge, and skill represented by the talents and aptitude of the employed person in the organization. It is the process of managing the people and providing the services to them with a human approach. It is also important to study this human approach with the health care system like hospitals and their organization which is an important part of the life of everybody today

9.Duraiarasan R M (2015) Role of workforce diversity and job involvement on organizational effectiveness a study with special reference to manufacturing companies in ,an chip ,Kanchipuram and Tiruvallur districts There are several earlier studies have attempted to focus the relationship between the job satisfaction, employee commitment and job involvement, but the present study has attempted to find the effectiveness of workforce diversity and job involvement in the manufacturing companies from the selected districts of Tamil Nadu. Though the earlier studies have focused the workforce diversity and job involvement and organizational effectiveness, the present one has made an attempt to establish a direct relationship between the workforce diversity and job involvement and organizational effectiveness.

9.Gayathri Chitra R (2021) Employees perception of workforce diversity management practices and their influence on moral in its sector This study aimed to bring out the employees' perceptions towards workforce diversity management practices and their influence on morale in IT sector. Based on the literature, it is identified workforce diversity (gender, age, education, experience, and religion) challenges and diversity management practices (recruitment, selection, training and development, rewards and recognition, performance appraisal) have been analysed with employees' morale in the IT sector at Chennai, TamilNadu.

10 Sushmita Goswami (2014) Exploring the Relationship between Workforce Diversity, Inclusion and Employee Engagement The Study aim of this paper is to analyse the relationship between workplace inclusion (WI) and employee engagement (EE) and the effect of workplace diversity, managerial support and trust in leader on workplace inclusion. The study has used a survey to collect data from employees working in the private telecom companies in India, using a structured questionnaire and identified the factors which

determine workplace inclusion and employee engagement multiple regression model has been used and further,

11. Iffat Sabir Chaudhry (2021) Do workforce diversity, inclusion practices, & organizational characteristics contribute to organizational innovation? Evidence from the U.A.E, the current study attempted to determine if workforce diversity (inherent or acquired) and its inclusion practices (implementing fairness, belongingness, uniqueness, and diverse workplace climate) contribute to the innovativeness of the organizational climate. It also considered whether organizational characteristics (i.e., type, size, and industry) encourage or moderate innovation in work settings.

12. Jean Shinnery,(2015) Diversity, Equity, and Inclusion: A Call to Action In this article research paper nursing professional development practitioners is being called to action to purposefully address diversity, equity, and inclusion (DE&I). This article provides insight into how practitioners and administrators can work to create an environment of DE&I that starts with awareness and culminates in creating a nursing workforce and practice environment that reflects the values and beliefs of our profession

13. Cliff oswick and mike (2014) Disclose Workforce diversity, equality, and inclusion. Trenchant formulations or transient fashions Using bibliometric analysis of published work, we examine the discursive trends, patterns, and implications of three different anti-discrimination solutions (equality, diversity, and inclusion) over a 40-year period from 1970 to 2010. The findings reveal that the anti-discrimination discourses are consistent with management fashions, in terms of both their trends and the rhetorical strategies used by proponents to establish the dominance of their favored approach, particularly by denigrating previous approaches. Practitioner-facing academics play a key role in the process by giving shape, exposure and credibility to the anti-discrimination solutions, but not in creating them. Only by breaking free of the oppositional discursive patterns can the debate move on to anti-discrimination solutions that attempt to blend together equality, diversity and inclusion.

14. LtGen David Ottignon (2019) Diversity, Equity & Inclusion Why this is important to the Corps as a warfighting organization The diversity of our force at entry continues to grow; U.S. census (2019) data shows that 60 percent of the country is white (race plus ethnicity), and 40 percent is diverse.

4. Research Gap -

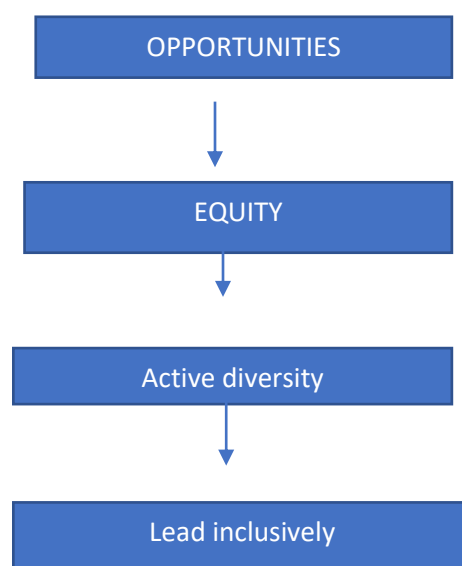
Pervious various study attempted to work diversity, equality Employees the present study attempted work diversity equality and inclusion involved in healthcare industry with Pune Districts in this study employee's performance in hospitals are discuss work directly equality and inclusion importance and effect in the healthcare industry in India Statement of problem in discussion whole study in the health care industry as per point workforce diversity, equality And Inclusion some affected factor study age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation related Workforce diversity in the healthcare industry

challenges faced by the organization regarding DEI Limited budget and inexperienced staff, knowing how employees feel about culture on an ongoing basis, providing career development planning for all employees, implementing a reward and recognition program to increase engagement, holding managers accountable for retaining high performing diverse teams, enhancing benefits and perks to attract a diverse workforce.

The present level study way of further model research development given the research problem

Health Care Industries → Employee s → Employer

DEI MODEL: -



QUESTIONS TO BE ANSWERED THROUGH RESEARCH

1. What is the highly imbalanced growth of health facilities in India?
2. What are the problems faced to employees in promotion time?
3. What are the relations between employees and employer decision in work culture?
4. What is gender discrimination in employee's promotion Healthcare Industry?
5. What is recently government policy implementation in hospital private hospital
6. What is the effect of DEI on the work Performance Healthcare Industry?
7. What is the ratio of Male and female Work Employees Healthcare Industry?
8. What is the effect of Gender Diversity on Employees Performance compared to the Healthcare Industry?
9. What is employees' rate of education in employment like skilled, semi-skilled, and highly spec list?
10. Why is Female Employment Lower Percentage in Healthcare Industry?

4. OBJECTIVES OF THE STUDY: -

In this primary assessment employees' diversity, equity, and inclusion. Diversity is the presence of differences within a given setting. Are equal or different Healthcare Industry

1. To Study the collective mixture of employees' differences and similarities
2. To identify the factors affecting on Diversity, Equity & inclusion in Healthcare Industry
3. To analyse the current environment of racial and equity practices in health care industry
4. To Study the practices provided for equal access and opportunities to the staff.
5. To Measure the DEI effect on Employees', Patient and Health Care Services
6. To Develop the diversity, inclusion, and equity initiatives for the development of change
7. To Suggest the Strategies for maintaining Diversity, equity and inclusion in healthcare industries

5. HYPOTHESIS OF THE STUDY: -

H1. There is no Significant Difference between Workforce Diversity and employee's performance

H2. There is no significant difference between gender equity of employees and work environment in health care industry

H3. Culture difference is negatively affected on promotions of employees

H4 Gender difference is negatively affected on employee satisfaction

H6 There is a negative impact of employee's educational backgrounds and Skill on development of the Organization.

11. SCOPE OF THE STUDY: -

1. **Topical Scope:** - the study DEI is a term used to Diversity, equity and inclusion matter because they help build a fair society that allows all people to get equal opportunities.
2. **Geographical Scope:** - the study Pune districts area All Healthcare Industry Related Diversity, equity and inclusion matter
3. **Functional Scope:** - at the same time when the use cases are identified Workforce diversity equity and inclusion DEI. The actor-goal list, which names all the user goals that the system supports, showing the system's functional content, is helpful for this.
4. **Analytical Scope** – The collected Data analysed For Pune Districts Healthcare industry will be analysed with the help of Statical tools and computer software for the fulfilment of the objectives set out for the study and to test the hypothesis

12. LIMITATIONS OF STUDY

1. The presents research study will be limited to Pune Districts from Maharashtra only
2. This study will incorporate to healthcare industry only
3. They may be less accurate in data collected due to the defects in primary data will be presumed
4. Limited health care Company and hospital Women/Female Employees response

13. RESEARCH METHODOLOGY: -

Type of research

To achieve the objective of the study Descriptive survey type of research design is being employed. A study is describing the problems that are being faced by healthcare industries related to Diversity, Equity and Inclusion problem and issues.

DATA SOURCE

To conduct the study and to achieve the objectives both primary and secondary types of data sources will be used.

Primary Data: - The primary data collected through questionnaire, observation method, interview method,

Secondary data: -

Secondary data means data that are already available i.e., they refer to the data which have already been collected and analysed by someone else. Usually, published data are available in Technical and trade journals; Books, magazines, and newspapers;

1. RESEARCH DESIGN: -

In view of the objectives and hypothesis stated above the methodology adopted for the present study elaborated as under the research problem having been formulated in clear cut terms, the researcher will be required to prepare a research design, i.e., he will have to state the conceptual structure within which research would be conducted. The preparation of such a design facilitates research to be as efficient as possible yielding maximal information.

Instruments

The main instrument used in this study is a self-administered questionnaire. Online questionnaires and face-to-face interviews are used. The questionnaire will contain open-ended and closed-ended questions.

2. THE SAMPLING UNITS: -

1. Area of research: -

In order to provide a geographical picture of the study details of Pune Districts,

2. Selected of the districts Area: -

This study will be confined Pune District

3. Selection of the Tehsil in from Pune Districts: -

The number of the Tehsil in the districts of Pune division is as follows

Districts	Number of Tehsils
Pune	14

Number of Hospital in Pune Districts: -

Category	No of Hospital	No. of Employees
Hospitals	52	1450

Top 15 Accredited Hospitals from Pune and 1 from each Tahasil Total 29 hospitals are selected for the study

Total no. of Employees are 1450, out of that 30% employees i.e. 435 employees are selected randomly for the study

Method of data analysis

This study is descriptive research. The data will be analysed by using various techniques and statistical tools such as Mean, Standard deviation, Coefficient of variance, correlation, regression, chi square testing for hypothesis testing and SPSS software will be used.

15. ORGANIZATION OF RESEARCH REPORT: -

Chapter 1: Introduction, Research Design, and Methodology

This chapter will give details of the research design of the Hospital research design and the methodology adopted to collect the required data for the study

Chapter 2: Review of Literature

This chapter will give an outline of information collected from different publications on related topics

Chapter 3: Local Resources

This Chapter will discuss the Conceptual Framework and the present status of

Chapter 4: Data analysis and interpretation

This Chapter Shows the Representation analysis and interpretation of the primary and secondary data collected from the sample units with the view of fulfilment of the objectives laid down for the study

Chapter 5: Findings, Suggestions and Conclusion

After analysing the data in a useful way the researcher will state the findings of the study will give his useful suggestions (if required) and will provide a conclusion

The research report will be updated with relevant annexure viz. list of samples, schedules used for interviews the samples

16. BIBLIOGRAPHY & WEBLIOGRAPHY

- 1) Adams, M. (2016, March 18). Importance of Employee Perception. Retrieved from Talview: <https://blog.talview.com/employee-perception>
- 2) Aghazadeh, S.-M. (2004). *Managing workforce diversity as an essential resource for improving organizational performance. International Journal of Productivity and Performance Management*, 53 (6), 521-531.
- 3) Abbas, Q., Hameed, A., & Waheed, A. (2011). *Gender Discrimination & Its Effect on Employee Performance/ Productivity. International Journal of Humanities and Social Science*, 1 (15), 170-176.
- 4) Aghazadeh, S.-M. (2004). *Managing workforce diversity as an essential resource for improving organizational performance. International Journal of Productivity and Performance Management*, 53 (6), 521-53
- 5) Avinash Bhaskar Darekar (2013) *A study of hospital management in selected hospitals in Nashik city* Retrieved From <http://hdl.handle.net/10603/96992>
- 6) **Ritesh Kumar (2021)** *Impact of workforce diversity on organization employee's performance A study on indian it sector* Retrieved From <http://hdl.handle.net/10603/375445>
- 7) Moon Paithankar, (2015) *Impact of dissatisfaction on employee's turnover in selected small, medium and large-scale software industrial units in Pune* Retrieved From <http://hdl.handle.net/10603/36458>
- 8) Duraiaarasan R M Please **use this link for citation:** - <http://hdl.handle.net/10603/183607>
ROLE OF WORKFORCE DIVERSITY AND JOB INVOLVEMENT ON ORGANIZATIONAL EFFECTIVENESS A Study with Special Reference to Manufacturing Companies in Chennai Kanchipuram and Thiruvallur Districts

Bibliography: -

1. <https://legislative.gov.in/constitution-of-india>
2. https://en.wikipedia.org/wiki/Main_Page

Time To Complete the Research

Sr.No	Description of Research Stage	Expected Time to Complete the Task
2.	Working On the Recommendation of RRC to Strengthen the Research Proposal	7 months
3.	Review Of Literature	7 months
4.	Pilot Testing -I	7 months
5.	Qualitative Research	8 months
7.	Final Data Collection	10 months
8.	Data Analysis and Hypothesis Testing	7 months
9.	Report Writing	2 months
Expected Total Duration for Research		48 Month

Ganesh Shrirang Nale
Research Students

Dr. Mrs.V.S.Kadam
Research Guide

Date: - 28/04/2022

Place: - Islampur