



A Study of the Impact of Micro-Aggressions on the Culture of Respect, Job Performance and Retention at a Workplace

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Abstract

This study aims to investigate the prevalence and impact of the microaggressions approach; the first phase involved quantitative surveys of the employees, and the second phase involved face-to-face interviews with the sampled employees. The participants were requested to describe the microaggressions that they encountered, including the frequency, the nature of the incidents, and the consequences that were realised. Age, gender, and employment position were also included in the demographic information that was sought. The findings indicate that microaggressions are common across the identified demographic attributes and that there could be some variations in the rates and types of microaggressions based on such criteria. Notably, it was established that age and gender prejudice microaggression was common, as depicted by the participants. Thus, the study calls for further research to discover a complex interconnection between microorganisms, organisational culture, and performance outcomes. From the study, it is evident that there should be an understanding of microaggressions in organisations for change and the establishment of equal opportunities for all. Future research should try to elucidate the relationships between microaggressions, organisational culture, and performance results. Therefore, this study contributes to the existing literature by filling a gap in a comprehensive analysis of microaggressions in a certain context of the working environment. The

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implications of the study are useful for organisations interested in enhancing their culture and examining the effects of microaggressions on employees.

Keywords: Microaggressions, Workplace Culture, Employee Turnover, Productivity, Diversity & Inclusion, Job Satisfaction, Team Collaboration, Talent Retention

1. INTRODUCTION

Fostering a respect, inclusion, and equity culture is critical for organisational success in today's varied and dynamic workplace contexts. Under the surface of apparent discrimination, however, lurks a more subtle hazard to workplace harmony: micro-aggressions. Microaggressions are brief and commonplace daily verbal, behavioural, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights and insults toward people who are not classified within the "normative" standard. (Johnson & Johnson, 2022). These often delicate, inadvertent, and seldom expressed prejudice indicators can severely affect the corporate climate, employees, productivity, performance, and turnover. This paper then seeks to fill this gap by providing organisations with the knowledge and understanding of how micro-aggressions and culture intertwine with performance and retention in order to affirmatively and positively impact every employee.

Respect, as well as the values of equity, can be practised in an organisation today just because employees are different and are working in very dynamic environments. Beneath the surface of apparent prejudice, however, lies a more nuanced threat to workplace harmony: anxiety, depression, stress, and more due to these micro-aggressions. Microaggressions are kind of details of word choice, tone, gesture, or environment that can be intentional or unintentional but reduce the value and dignity of the recipients because they are from a stigmatised or racially/ethnically subjugated group. These can usually be tender, can be unconscious, and are mostly latent and passive actions that prejudice can create a strong influence on the total working environment, the performances of the employees, and their rate of turnover. This paper aims to enlighten organisations and assist them in establishing organisational cultures that support employees, regardless of their demographic profiles or other factors. This will be attained by analysing the interaction between micro-aggressions, culture, job performance, and employee retention.

Perhaps, those to whom microaggressions are granted are likely, to search for a new job or a new company to work at. This turnover is expensive, particularly in the areas of recruitment, selection, and personal training. Due to microaggressions, the employees' self-esteem is reduced, and they do not feel valued or respected, which reduces the level of general workplace satisfaction and inclusion. Organisations that are considered to arguably endorse or at least turn a blind eye to microaggressions may find it difficult to attract the best diverse talent. Anytime people feel that they are going to be discriminated against or locked out, particularly in employment, they'll seek employment elsewhere.

The disadvantage of microaggressions is that the level of employee engagement in a workplace is usually not very high since the employees' morale is low. Assuming that employees will not be motivated enough or will not be willing to go the extra mile and even perform additional duties anticipated by the organisation in case they are sidelined or included. It has the potential to cause demoralisation among the team because individuals will not be comfortable dealing with issues close to them, hence discouraging teamwork. Another research proved that for the Latinx employees who have encountered microaggression at the workplace, the feelings of stress and anxiousness level of them were high, and their job performance was less. The analysis of the curriculum as it is presented and supplied to students is a way of checking their understanding of the course (Gonzales & Martinez, 2017). Such behaviours are perceived by the team members, causing stress and conflict, hence Groups and Teams' failure in teamwork. Consequently, the only domain in which one will be likely to detect a demotivating factor is that of microaggression perpetration. When such emotions are entertained in an organisation, and people tend to feel as if they are not valued or are being politically harassed, it introduces depression in the organisation. For instance, one cross-sectional study found that Black people who have been exposed to micro-aggression at their workplaces reported a level of respect, less organisational value, low job satisfaction, and less organisational commitment. (Brown & Mui, 2017).

Women who were victimised by Gender-based microaggression expressed negative feelings, which included being angry, sad, and indignant. Such feelings were usually labelled in the form of verbal communications, such as 'I was angry with management' and para lingual indications, such as raised tones, scowling faces, and other expressions and body language that suggested frustration. Furthermore, the employees engaged in a considerable number of cognitive processes focusing on microaggressions

episodes gone through, analysing the aggressor's purpose and orientation, as well as assessing the appropriate response to be taken. This rumination was a result of the fact that most of the microaggressions were worded in a manner that could not determine the intention of the aggressor easily. Note: The statistical analysis was conducted using data from recognised and reliable references.

In the Indian context, gender-based microaggressions in the workplace reveal that these subtle, often unintentional forms of discrimination significantly affect women's psychological well-being, job satisfaction, and performance. Using qualitative research highlights the prevalence of such behaviours rooted in stereotypes and biases, causing feelings of inferiority, frustration, and anxiety among women. The paper emphasises the need for increased awareness and systemic efforts to mitigate these microaggressions through education, support systems, and workplace inclusivity initiatives while addressing gaps in existing literature on gender stereotyping and discrimination (Kumar, Soni, 2022). An individual's identity also becomes a threat due to microaggression as the employee experiences internal conflict where they do not understand how others perceive them. Most of the participants had positive professional self-estimates, and when microaggressions threatened their competence, the participants had a gap between self-perception and perceived perception by others. This leads to the need for employees to invest more mental energy in how they are perceived by other coworkers and managers or how Organisations. can maintain one's face.

Therefore, oftentimes, employees learned to be most cautious and pay attention to how they were treated in comparison to other people in the workplace. They sought to compare and better obtain work on the same type of projects or functions as coworkers. While this vigilance was sometimes necessary to defend one's professional persona, Woods found the process exhausting and associated with ego depletion, which is the state in which the effort used in one activity reduces the ability to exercise self-control in another. This combination of cognitive and behavioural responses often resulted in disidentification with the work domain, disengagement from teams, and ultimately, turnover, as employees sought new roles to escape the toxic environments. (Robotham & Cortina, 2019).

If we look minutely at some industries, like the telecom industry where, it may lead to hostile work environments and social climate, which, as a result, the morale is low, satisfaction in job positions is low, and more turnover is

experienced. This can cause a domino effect, which hurts teamwork and efficiency. When organisations fail employees to respect, employees will not be willing to work extra hours, nor will they feel comfortable contributing with their ideas. This can be negative as it slows down the innovative process, and it becomes challenging for the firm to form new strategies that will give it a competitive edge over the other firms. Lack of diversity and inclusion can become a problem for telecom companies because, therefore, they can fail to attract the best talent. In the modern business environment, organisations require access to a great number of competencies and diverse viewpoints. If people know that a particular company permits micro-aggressions, they will be less willing to work there as talented employees of all colours.

In the high turnover and low-margin world of the fast-moving consumer goods (FMCG) sector, micro-aggressions further cause stress and anxiety among employees. This can also be disadvantageous in their employing organisations because it affects their efficiency and innovation. This is also something that can cause a problem with the interaction of employees in organisations that have a culture that supports micro-aggression. When employees have such perceptions, they do not feel valued, and thus, they do not bother to share their ideas or collectively join in the achievement of organisational goals. Exclusion also poses a challenge in satisfying the needs of various consumers, hence a challenge to the FMCG firms. When employees experience such descriptions as ‘I don’t belong to this company’, it will be hard for them to interact with consumers of different diversity. This can lead a company to the lower side of the chain and thus have a weak position in the marketplace.

Today’s pharmaceutical business cannot function independently, which means that input from teamwork is required to get drugs to the market. This collaboration can be affected by micro-aggressions that create a notion that employees are not valued and convey stressful signals to them. This hurts organisational commitment and job satisfaction, which in turn has a potential effect on the quality of research and development. Marginalised groups within pharmaceutical companies may experience even greater levels of stress and lower job performance when exposed to micro-aggressions. When employees in the pharmaceutical industry don’t feel respected or valued, they are less likely to share their ideas or collaborate effectively. This can hinder innovation and make it difficult for companies to develop new drugs and treatments. In addition, a lack of diversity can make it difficult for pharmaceutical companies to attract top talent.

2. LITERATURE REVIEW

Prior studies have pointed out that experiencing uncivil treatment at work leads to increased stress, psychological distress, and decreased job satisfaction (Miner, 2019; Geldart, 2018). Such a culture causes microaggression that can manifest major side effects, drastic as they may be. First, microaggressions were related to higher levels of mental health distress associated with depression and anxiety. Second, at the organisational level, employees may respond to mistreatment through quiescent silence, desire for revenge, or intentions to leave the organisation, and these factors can result in reduced work output, higher absenteeism, and decreased organisational citizenship behaviour (Meisler, 2017; Afshan, 2022). Any of these signs in an organisation may be attributed to a poor workplace culture when dealing with issues of microaggression and hesitation in fixing the issue.

Hence, it is recommended that when organising interventions against the milestones of microaggressions, it is important to train the specific workers, including the dominant ones. This training should be about how microaggressions place targets back in the box of stereotyping and assimilation to white standards and their worthlessness. Targets should also be taught about adverse behaviours such as victim blaming and gaslighting, which can continue to injure subjects. Some of these may not even be aware of their prejudices or remember that they are privileged. Therefore, training the workers on these aspects will help eliminate or deal with micro-aggressors, which are negative responses that reinforce prejudices and negate a healthy workplace ambience.

Also, the impact of these microaggressions on the retention rate at the workplace is very significant to establish, especially the ascription of intelligence microaggressions that consist of conveying stereotypical incompetence or implicational low intelligence messages to the targeted individuals from the minority marginalised groups. The special issue for microaggression is that in the current society, discrimination has become covert as opposed to direct discrimination in the past (Skinner-Dorkenoo, 2021; Williams, 2021). Daily SEP involves distinctive environmental/verbal/behaviour that demeans people based on their membership in a disfavoured social identity category (Sue et al., 2007). Additionally, the targets of microaggressions experience these humiliations in various spheres of life, actively in the workplace (Sue et al., 2008). Since

discrimination in gaining entry into an organisation, treatment within the organisation, appraisal, and promotion is confirmed (e.g., Gaertner & Dovidio, 2000; Quillian, 2017), legal and official organisational measures are developed to prevent and punish such cases directly (e. g., hiring discrimination is prohibited; Civil Rights Act of 1964). This is because Denial of Microaggression, for the multifaceted reasons, amounts to condonation and gives the green light.

The main problem in a populous country like India is reducing microaggression in metros that creates private turmoil, affects organisational contentment and can lead to turnover while the whole nation is experiencing fast emerging economies in various fields (Sharma & Singh, 2016). This revealed a rather serious issue about the incivility level and how it impacted approximately forty-nine per cent of the working population in some manner. Thus, the findings offered considerable support to the effects of workplace incivility on job satisfaction and turnover intentions, as revealed in contemporary studies. Based on this premise, the researchers feel that this study should also prompt the construction of more useful practices of culture building, more organisational fairness and more specific training for employees in other attempts at enhancing job satisfaction and decreasing turnover. Decreasing working incivility and encouraging a positive working culture will result in better outcomes for individuals and the organisation. Microaggressions, which are described as discrimination or bias that is inadvertent and insidious, are usually ignored. However, they can be very detrimental to groups. In India, these attitudes and behaviours predominantly rest on the existing social order, especially the more entrenched ones, caste, gender, religion, and even region. Current data on the presence and effects of microaggressions in the education system, the workplace, and urban interactions is unequivocal.

Caste-related microaggressions are considered one of the most widespread examples of microaggression in India. In a study conducted by Sharma, Gupta, and Rao (2019) on Indian university students, it was revealed that Dalit students face exclusionary behaviours and comments that destroy their sense of belonging within the universities, which leads to the social isolation of the groups and mentally affected individuals. In the same vein, Mishra and Singh (2020) point out that tribal people also endure the effects of microaggressions that leave them behind in the competitive society, thus sending them to the margins of education and employment.

Microaggressions based on gender are yet another important problem, more

so in the workplace. In her study Singh and Kaur (2020) found women in industries where men dominate like IT, to suffer certain biases like exclusion from participation in decision-making or their proficiency being challenged. In other research, Prasad (2022) observes that in Indian contexts, women faculty in universities develop collegial microaggressions that adversely impact their career development and job satisfaction.

Finally, although microaggressions at the workplace based on religion have been understudied, they, particularly targeting minorities, are evident in such environments as well. For instance, Khan and Ali (2023) point out that relatively mild microaggressions like asking about religious observance or making generalising comments have adverse effects on organisational commitment and work performance.

3. THEORETICAL FRAMEWORK

Several theories can be applied when explaining the consequences of microaggression in the workplace. In this study, the Social Identity Theory has been utilised as explained further.

3.1 Social Identity Theory (SIT):

This theory, formulated by Henri Tajfel and John Turner, reveals that an individual derives a part of his/her identity from a specific social group. In the case of microaggression, one has been trained to understand that it tends to undermine one's desensitisation within a valued group, thus influencing negativity and poor performance.

Microaggressions, though often subtle and unintentional, can have a profound impact on individuals and teams, especially within organisational contexts. According to Social Identity Theory (SIT), microaggressions are seen as a threat to a person's positive identity. When individuals experience microaggressions, they may perceive it as a rejection of their social identity, particularly if the aggression reinforces negative stereotypes about the group to which they belong. As individuals begin to accept such negative labelling of selves due to social reality, this causes alienation as a form of lack of acceptance of oneness as self and group as well (Sue, 2007). Thus, team members targeted with microaggressions may begin to question the team or organisation, which may lower their self-worth and aspirations.

Such tensions on dependencies within the group can adversely affect communication, trust and coordination, which are critical for the effective functioning of the teams. Therefore, since there is a deficit of cohesion, it

may result in a lack of creativity and a decline in output, which may inversely impact the performance of the economy (Singh & Kaur, 2020). Microaggression also encourages the use of existing negative group stereotypes, stereotypes that stem from social structures. Microaggressions can aggravate those stereotypes, leading one to adopt negative views concerning one's own group and harming one's sense of self. Such a scenario can give rise to self-fulfilling prophecies, whereby one's conduct and how well one performs degenerate over time into the embroiled negatives that society ascribes to the belonging groups (Sue, 2007; Nadal, 2012).

SIT conveys an understanding that microaggression effects are not only on an individual basis but extend to the teams as well. Hetero-normative microaggressions experienced by group members on a chronic basis lead to group alienation and, therefore, inhibit overall team functioning. In addition, microaggressions can represent a risk factor in the performance of the workplace or a team because they may wear out its unity. For instance, when microaggressions are embedded in a particular group, strains develop within the individuals in that group, making it hard or impossible to collaborate, and hence, the productivity of the members declines. Such attachment dysfunction may lead to members losing faith in each other, which may make them stop working together effectively, compromising performance (Rao & Gupta, 2022). Attacks that flash up in the form of belittling comments and jokes, for example, have a residual effect, which then creates issues within the organisation, for instance, an increase in disputes within the workplace, lack of satisfaction towards one's job, and aloofness.

Microaggressions are not limited to individuals as their implications span into the organisation. It affects the overall well-being of many employees who suffer these effects as they become more stressed and more prone to anxiety, depression, and even chronic stress-related illnesses. This type of stress is also believed to limit their attentiveness, creative thinking, and capacity to address difficulties, therefore reducing their work effectiveness (Sue, 2007; Patel & D'Souza, 2021).

The negative consequences of microaggressions also extend to an increase in attrition rates. Employees who are constantly facing stress and social exclusion tend to search for another job where they will not only be welcomed but appreciated for their effort. This turnover traces individual careers and generates heavy losses to the organisations that have them; as

such, firms lose talented hands and face breaks in their teams (Singh & Kaur, 2020). Microaggressions, however insignificant they may appear, can foster a work culture that is detrimental to mental health, team relationships, bonding, and, ultimately, the operation of the organisation's activities.

4. METHODOLOGY

In essence, a mixed-methods research design is appropriate for an in-depth study of microaggression. In this methodology, a structured questionnaire was used to collect data from a random sample through a survey technique, while unstructured interviews were used to explore the respondents' experiences in detail.

When conducting the survey, the questions asked were closed-ended, specifically frequency questions, questions about the impact, and demographic data questions. Interviews should involve questions that can allow the gathering of the individual's story and how he or she deals with stress.

The quantitative data under analysis in the pilot project provided a perceptive first investigation into the interconnections between microaggressions, occupational culture, productivity, and turnover rates. The research study conducted a pilot study to explore the initial relationships between microaggressions, culture of respect, job performance, and retention rates in a workplace setting. The sample size is 162, comprising first-hand surveys with three industries: the Telecom sector, Pharma, and the FMGC sectors. Random sampling was used in the study. Secondary research was also undertaken to ensure that include studies that have validated scales in assessing microaggression (such as the Daily Microaggression Scale and the Perceived Discrimination Scale). Microaggression research is still an emerging science, and the focus of the questionnaire is frequently contingent upon the target sample, aims and objectives of the questionnaires, and the type of microaggression studied. That is why the questions also contained some approaches. In completing this analysis, there are 17 variables in the dataset where 16 of them are the continuous variables Q1 to Q16, and the final one is the Categorical variable known as Gender. The information regarding gender was also missing. However, there was the mean of the gender variable, which is 0.3497, and the standard deviation of 0.47834, which implies that the majority of participants were male. This indicates that the gender bias of the respondents slightly shifted to the male side, assuming the gender coding as 0 = male, 1

= female. The microaggression in the workplace survey contains several dimensions that seek to evaluate the effects microaggressions have on employees and organisational processes. In particular, the survey investigates the incidence, types, and effects of microaggressions as well as ways in which employees deal with such experienced microaggressions and how these experiences impact their views and behaviours towards work. They have been employing Likert items and semantic differential techniques, which in turn produce qualitative and quantitative data, hence aiding in analysing how microaggression affects individuals and groups in an organisational context. These steps enable the company to know at an organisational level in a quantitative way the rate, effect and kind of microaggression experienced by their employees. Organisations can also learn about attitudes and feelings about microaggressions through Likert or semantic differential scales.

The Likert scale is effective, especially in measuring the level of agreement/disagreement found with each statement emphasising microaggressions, including their occurrence, categorisation and effects. Hence, it is possible to quantify the level of microaggressions that one is subjected to in the work environment, which is important in pattern determination and management of such occurrences. For example, respondents might rate statements like "I have been subjected to microaggressions in the workplace" or "Microaggressions affect my job performance" on a scale from "strongly agree" to "strongly disagree."

In contrast, semantic differential scales allow evaluation of microaggressions by giving them degrees according to opposing adjectives, for example, 'respectful – disrespectful', 'inclusive-exclusionary adolescents', and 'supportive – unsupportive'. Such a scale enables better differentiating of the tone and quality of interactions in and outside the workplace. It can enable stretches not only the aspects of whether there are microaggressions but also what emotions the microaggressions provoke, sort of like how – the employees imagine emotional consequences such experiences may have. For example, persons who have endured microaggressions might describe it as 'disrespectful' or 'exclusive', which indicates a sociological and emotional perspective filled with bitterness. In contrast, another person may regard the same experience as not that damaging or more complex. This helps the organisations grasp the underlying picture of microaggressions, which is the emotions surrounding them, which is important in ensuring that there will be appropriate measures (Patel & D'Souza, 2021; Menon and Raj, 2023).

The information most of the scales provide would be very beneficial for the organisations in multiple ways. First, it provides a straightforward representation of the degree and effect of microaggression on various segments of the organisation. This enables the effective design of targeted interventions to combat specific microaggression challenges facing underrepresented groups. Second, the scales may show the presence of microaggression, which could be mitigated through training and policy as well as leadership-driven initiatives implemented to eliminate prejudice and enhance diversity (Singh & Kaur, 2020; Choudhury and Das, 2024). This data can also be utilised to assess changes over time, for instance, relating to the intervention or changes in the organisational culture aimed at improving the workplace environment.

5. ANALYSIS

The study assessed the use of both Likert rating scales and semantic differential scales in the analysis of microaggression in the workplace, particularly in the Indian setting. The structure of the questionnaire allowed for the assessment of the rates, effects, and potential management of microaggressions in a more controlled manner. Because of the factors considered in this research, such as microaggressions, the culture of respect, job performance, and retention, the study managed to provide perspectives on employees and the workplace.

Cronbach's alpha test was used to assess the constructs measured in this study for reliability and stability over time and to check the internal consistency of the scales. For instance, industrial research is highly dependent on this approach as constructs may be more highly compounded and nuanced than academic constructs, and even slight changes in Cronbach's alpha values are not frowned upon. For instance, a standardised alpha of 0.557 was achieved in this research; hence, while the reliability of the scale was less strong, it could be deemed appropriate in the case of industrial research. As a result, there was consideration of how the specific constructs measured could be matched with the context of the industrial environment, in which workplace culture and microaggressions can be multi-dimensional.

Pearson's correlation analysis was also applied to investigate the link between microaggressions and other primary variables in the study. With

this approach, one could appreciate the extent of relationships that exist among some of the factors investigated in this study. It was found that Questions 3 and 4 correlated positively ($r = 0.740$, $p < 0.001$), which means that if there is an increase in the level of impact or frequency of microaggressions, then there will also be an increase in the other variable.

The broad range of answers concerning microaggressions illustrates the differences in experiences among employees. For instance, Questions 11 and 15 were positively inclined as the mean values were above the middle point (Mean = 1.2284), showing that some respondents have a favourable view of certain elements in the workplace environment, such as inclusiveness and assistance. On the other hand, negative impacts were reflected in Question 5 (Mean = 0.1350, SD = 1.18902), where microaggressions were found to have a detrimental effect on employees' well-being and job performance.

Additionally, the analysis was reflective of the culture-bound nature of microaggressions, a correlation that is similar to the one that exists between Questions 1 and 4 ($Q1Q4 = 0.90$), demonstrating that microaggressions affected the understanding of the organisation's culture. These results also show that organisations cannot just address microaggressions on a personal basis but also need to address them at cultural and organisational levels as well.

The discrepancy in the answers particularly applies to Questions 5 and 7 (SD = 1.18902 and SD = 1.12059 respectively) showed that the employees' encounters with microaggressions were not homogenous. This variability implies that microaggressions may affect different people differently, taking into consideration their individual characteristics, positions, and specific organisational contexts. These are important considerations when formulating specific strategies.

The more negative than expected correlations were found mainly in the responses to Question 3 and Question 16 ($r = -0.47$), suggesting the existence of certain behaviours at the workplace, which could be considered as microaggression-inducing stress. It alludes to the fact that microaggressions can be conducive to certain outcomes in an organisation (for instance, contributing to stress or withdrawal) but can also be detrimental to certain outcomes (for example, teamwork or creativity). It is imperative that organisations fully comprehend such dynamics when attempting to resolve issues that underpin dysfunctional behaviours and improve team performance.

To summarise, quantitative and qualitative components of microaggressions underpinning the workplace in India are revealed from the statistical analysis carried out in the study. However, limitations such as the use of Cronbach's alpha, Pearson correlation, response distortion, and so on give a rather poor perspective of organisational microaggressions. The results will also assist in improving the policies and activities within the organisations focused on incipient microaggressions, enhancing the organisational culture, and caring for the employees' health.

6. FINDINGS

The research indicates that microaggression has a substantial effect on individuals' understanding of organisational culture, thus affecting their performance as well as their attachment to the work. These attitudes are universally adopted; however, they are most often suffered by women between the ages of 25 and 34. Types of microaggressions that were related to gender and age were reported to be the most prevalent, especially among employees aged about 36 years. It was also stated by participants that they felt marginalised and looked down upon because of this and that occurrences of such cases were more common among women than men. However, microaggression recognition was a challenge for both genders. Females were less aggressive to the aggressor than males and seldom resolved these issues with an aggressor, looking for assistance from other workers instead. Interestingly, all the participants were ill-disposed to report such issues to HR or their supervisor, which shows that they had some form of suspicion or apprehension about the organisational protection level or possible backlash.

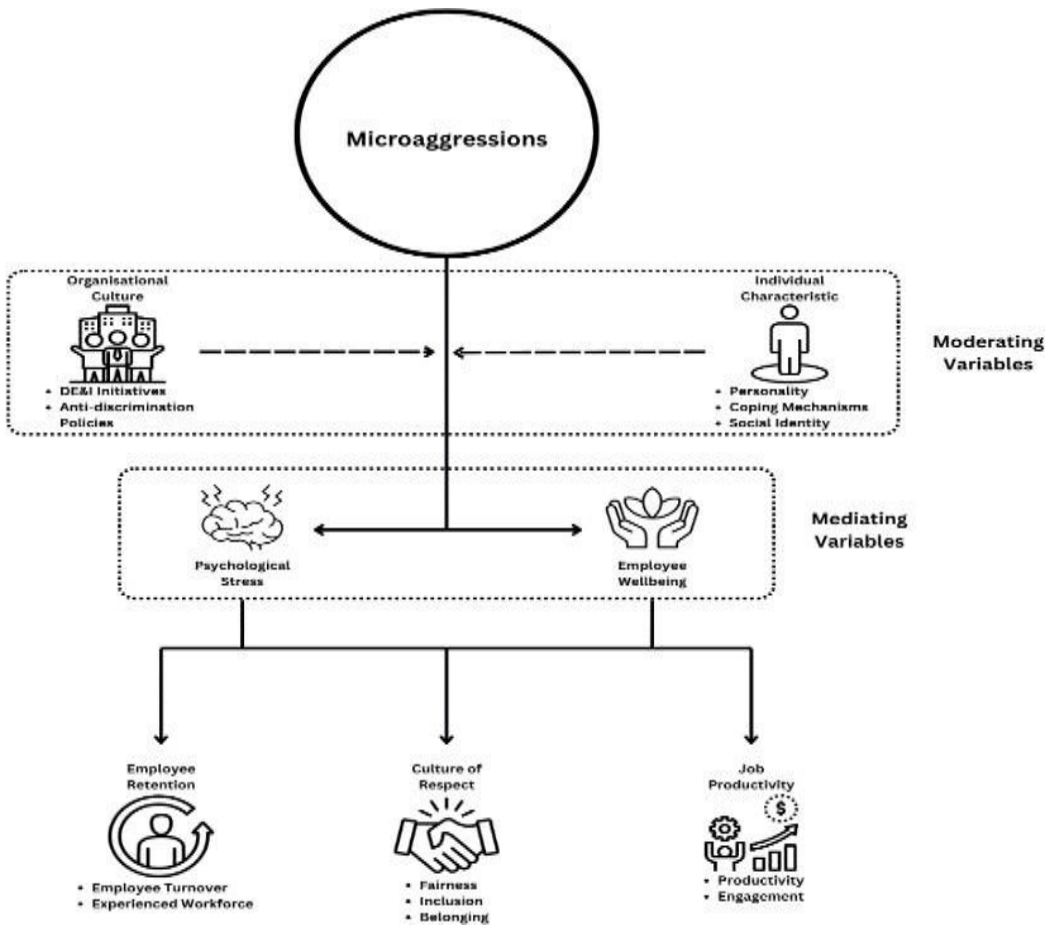
The deleterious effects of microaggressions on organisational culture and employee outcomes were evidenced. They were associated with lower levels of satisfaction with the job, lower levels of work motivation, and lower levels of positive interaction within the team, thus increasing the intention to leave the position. Employees who were the subject of microaggressions often withdrew from their work, compromising the performance of the entire team. The organisational climate was also an important factor, especially in the enhancement or attenuation of the above impacts, since respondents' respect and inclusivity perceptions were correlated with microaggressions levels. The results indicate that unless there are efforts to counter such behaviours, any organisation will ultimately risk creating a hostile environment that works against teamwork, creativity, and even employee turnover.

The views expressed by the qualitative analysis were further confirmed by the quantitative analysis. Microaggressions and related constructs of interest were assessed using valid and reliable instruments.

Moreover, the participants offered several suggestions regarding intervention methods to address microaggressions subjects. Most of them stressed the importance of having entire organisational strategies, specific coaching sessions, and an effective structure of complaint submissions. Within this context, it was also considered to establish the context and effects of microaggressions. The results would seem to indicate that organisations should be prepared to back up such ideals with actual conditions where employees are made to feel that their diversity, equity, and inclusion are respected and valued.

The findings of the current study are also important in understanding the implications of microaggression and further necessitate research to ascertain its universal tendencies. Concerning the usefulness of the information garnered from the target sample, it would be more useful to draw a bigger sample and enhance the tools for measuring information. However, this study lays down a viable groundwork for exploring the issue of microaggression and its interplay with the environment and employees.

Figure 1. Research Model



7. DISCUSSION

Microaggressions are examined in the context of organisational culture, employee output, and retention. Data were collected from three sectors: Telecom, Fast-moving consumer goods (FMCG), and pharmaceuticals. The participants in the study discussed about incidents of microaggressions, their incidences, kinds and consequences. Microaggressions that pertained to age and gender were the most cited, particularly among women and young employees in the age group of 25 to 34, who reported these experiences the most.

The findings indicate the damaging effect of microaggressions on workplace culture. They lower performance satisfaction and will work, break cohesiveness and increase attrition levels. Environments where microaggressions are prevalent send feelings of worthlessness and Inclusion incapability to individuals, which in turn leads to stress, decreased work morale, and involvement in the work of the individual. Most employees, instead of making these issues known to management or operationalising the HR system, choose to cope with the incidents or talk to fellow workers about it, betraying the absence of faith in the system. This second aspect of the phenomenon, unwillingness to denounce microaggressions, is more problematic as it allows for the continuation of unhealthy practices.

The research points out the critical need for organisations to prevent and combat microaggressions without any delay. It speaks of empowering every employee to prevent, which isn't only rage against microaggressions. Organisations should implement training strategies that are aimed at polarising common microaggressions. In addition, such organisations need to have specific guidelines on how they will deal with such occurrences. Heightening conflict management skills and showing loyalty towards the diversities within the organisation may encourage people to work in a safer environment and even support each other.

Each industry faces unique challenges when dealing with microaggressions. In the telecom sector, where efficiency and teamwork are crucial, microaggressions can disrupt collaboration and innovation. Similarly, in the FMCG industry, a lack of inclusivity can hinder employee retention and innovation, both critical for maintaining a competitive edge. The pharmaceutical sector, where teamwork drives research and development, also suffers when microaggressions undermine trust and motivation. While the specifics may vary, the need to address these issues is universal across

industries.

The common grounds with these employees, irrespective of industry, were also taken note of. The overall ideas of addressing microaggressions are similar regardless of the sector, the challenges, and possible solutions, which might be somewhat distinct given that the sectors in question have their unique culture, employee population, and logistics. There is an immediate need to work on awareness of the causes and the mechanisms in place to deal with them. The HR teams need to make their presence felt in this direction.

8. CONCLUSION

Microaggression is a prevalent issue across various demographics, including different age groups and genders. The frequency varies across different groups, with certain segments of the population, such as younger individuals and women, reporting higher incidences. It can eliminate behaviours that may be detrimental to an individual's performance, well-being or motivation.

Microaggressions occur within and are influenced by all characteristics of workplace climates. Workplaces that foster respect and inclusiveness are less likely to be in a position where microaggression occurs. Microaggression transcends individual behaviours and relationship dynamics due to the overarching policies and procedures of the organisation.

One of the problems of the existing body of evidence is that it consists of small studies focusing on only two or three types of microaggressions and relying on self-reporting. There is a dilemma, though the results collected so far must be confirmed with a more complex analysis of the same research topic conducted on a larger sample of respondents.

Examining the detrimental effects of microaggressions on people's careers and on the organisation is also important. Thus, there is enough evidence to suggest that microaggressions exist in all work environments, and employees experience them with grave consequences, both to them and even to the organisations they work for. Tackling microaggressions is neither simple nor one-dimensional, as it demands awareness, prevention, and intervention, among other strategies.

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9. APPENDIX - QUESTIONNAIRE

Personal Experience

1. Have you personally experienced micro-aggressions in your workplace in India?
2. If yes, please specify the type(s) of micro-aggressions you have experienced (e.g., racial, gender-based, age-related, etc.).

Workplace Behavior

3. Have you ever experienced or witnessed behavior in the workplace that made you feel uncomfortable or excluded, even if it was unintentional?
4. Do you feel like there are unspoken expectations or assumptions about you based on your identity?

Coping and Impact

5. How did you respond to or cope with these experiences of micro-aggressions?
6. To what extent did the experiences of micro-aggressions affect your job satisfaction and overall well-being in the workplace?

7. Culture of Respect

8. How would you describe the overall culture of respect among colleagues in your workplace in India?
9. Have you ever witnessed or experienced any behavior that you felt was disrespectful?

Communication and Expression

10. Do you feel comfortable expressing your opinion or disagreeing with someone in a higher position?
11. Is the communication style at your company open and transparent?

Workplace Culture

12. In your opinion, to what extent do micro-aggressions contribute to shaping the workplace culture in India?
13. Have you noticed any impact of micro-aggressions on your job

performance or the performance of your colleagues in India?

14. If yes, please specify the observed impact(s) on job performance in the Indian workplace.

Solutions and Retention

15. In your opinion, how can organisations address micro-aggressions to enhance professional growth and productivity in India?

16. Do you believe that experiencing micro-aggressions can influence an employee's decision to stay or leave the organisation in India?

17. In your own experience or observations, have micro-aggressions influenced someone's decision to leave the organisation in India?

18. What specific measures do you think organisations can implement in India to address and prevent micro-aggressions in the workplace?