WORKPLACE DISCRIMINATION AND EMPLOYEE PERFORMANCE IN NIGERIAN FOOD AND BEVERAGE SECTOR

Osah Dennis Isaiah, Dr. Ukoha Ojiabo and **Dr. (Mrs) A. D. Alagah**
Department of Management,
Faculty of Management Sciences,
University of Port Harcourt, Nigeria

ABSTRACT

This research work was undertaken to empirically test the relationship which exists between workplace discrimination and employee performance in the Nigerian Food and Beverage sector in Rivers state. It further examines the extent to which discrimination in workplace correlates with the efficiency of employees. The purposive sampling technique was used in the selection of five (5) firms which are members of the Manufacturing Association of Nigeria. A total sample size of one hundred and eighty-six respondents were selected with the use of the Taro Yamane Formula. Using the Spearman rank order correlation coefficient, it was found that there is a significant relationship between workplace discrimination and employee performance. However, Gender discrimination, Religion discrimination and Ethnic discrimination were negatively correlated with quality of work and employee efficiency. Also, the variables were significantly moderated by organization culture. Drawing from the findings, we recommended that managers in the food and beverage firms should properly manage diversity in organization by organizing seminars for workers in order to enable them see the benefits of diversity and thereby eliminate discrimination in the workplace. Finally, Contribution to knowledge and suggestions for further studies were provided.

Keywords: Gender Discrimination, Religion Discrimination, Ethnic Discrimination, Effectiveness, Employee effectiveness, Goal accomplishment, Workplace Discrimination

1.1   Introduction

All organizations are set up to achieve expected goals. These goals can be fully achieved with the optimal utilization of available resources like men, materials, machines and money. It is worthy to note that employee, which is a resource for any organization plays an important role of harnessing all other resources. It is in line with this, that scholars have sought to understand the ways in which the efficiency of employee's performance can be bolstered overtime due to their germane nature (Olajide, 2014). The role of employees in an organization cannot be overemphasized, as increased organizational efficiency can be achieved if there is proper management and equality of the workforce which would subsequently increase profitability. The fact remains that companies who fully realize the potential of their workforce, not only benefit from the reduced cost of recruiting new personnel, but also motivate their own workforce to maximize their potential (Tesfaye, 2010). Similarly, Channer, Abbassi and Ujan (2011) explained that employee performance constitutes the life line of any institute and as such there should be an adequacy of training, development, motivation and maintenance of these employees.

In recent times, as businesses begin to go global and with high intensity of labor mobility, employees are bound to operate in an organization with diverse workforce in terms of age, gender, ethnicity, religion etc. hence, it is important that these differences in the work environment are been managed properly in a way void of discrimination in other that all employees will be satisfied. Managing diversity is very essential for any organization, especially in this era of globalization. Managing diversity is required to close the unfair discrimination and thus enable employees to compete on equal basis. Diversity in the workplace has overtime cumulated into various forms of discrimination. According to the Australian Human Rights Commission (2014), workplace discrimination is the treatment of certain workers in a less favorable manner than another group because of their background or certain personal characteristics.

Omoh, Owusu and Mendah (2015) noted that workplace discrimination is a phrase that most practitioners condemn and do not want to hear. It refers to discrimination in hiring, promoting, job assignment, termination and compensation. Discrimination happens when an employer treats an employee less favorably than others.

According to Hasan and Ali (2014); and Fatima and Omar (2014), the different dimensions of workplace discrimination are; gender, discrimination, religion discrimination and ethnic discrimination. Discrimination in workplace could be direct or indirect. It is direct discrimination when an employer treats an employee less favorably than someone else. But indirect discrimination happens when a working conditions or rule disadvantages one group of people more than another. SEEDA (2006) reported that racial or ethnic discrimination in the workplace has a huge impact both at individual and organizational levels. Hemphill and Haines (1997) identified six main types of discrimination which are; disabilities discrimination, sexual harassment, ethnic discrimination, race discrimination, sexual orientation discrimination and gender discrimination. Although, most work have been done in

the developed countries on workplace discrimination and employee performance. These have however been a dearth of empirical studies on the relationship of workplace discrimination and employee performance as it relates to the Nigerian environment. It is this gap that has informed this study. This study therefore tends to fill this gap by investigating into the relationship between workplace discrimination and employee performance in the food and beverage firms in Port Harcourt.

1.2   Statement of the Problem

The problems in the work place arising from discrimination are clearly evident to everybody. The ways to eliminate discrimination in the work place have not yet been fully identified. Especially in the food and beverage firms in developing nation like Nigeria, there has been great discrimination activities which appear in the form of hiring only women even in roles that men could rightly fit, employing based on the tribal card, a situation in which majority of firms in a particular state possess a strong inclination to employ individual from the same state rather than more qualified individuals which they liken to trust and security. Stunted growth of employees in terms of position and pay, as management usually discriminate towards promotion based on perception and are more likely to put certain set of individual below their actual pay grade as a result of discrimination largely called "reasons best known to them" (Alpert, 2011; Omoh et. al., 2015).

Where workplace discrimination is practiced, employees suffer retaliation for opposing them or for reporting violations to the authorities, this organizational vices is most common in our part of the world, that is, Africa and most especially Nigeria in particular. Discrimination results in and reinforces inequalities and could result in poor morale of employee, high turnover, poor commitment and subsequently result in negative impact on the organizational performance. The freedom of employee to develop their capabilities and to choose and pursue their professional and personal aspirations is restricted, skills and competence cannot be developed, rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over (Olsen, 2004).
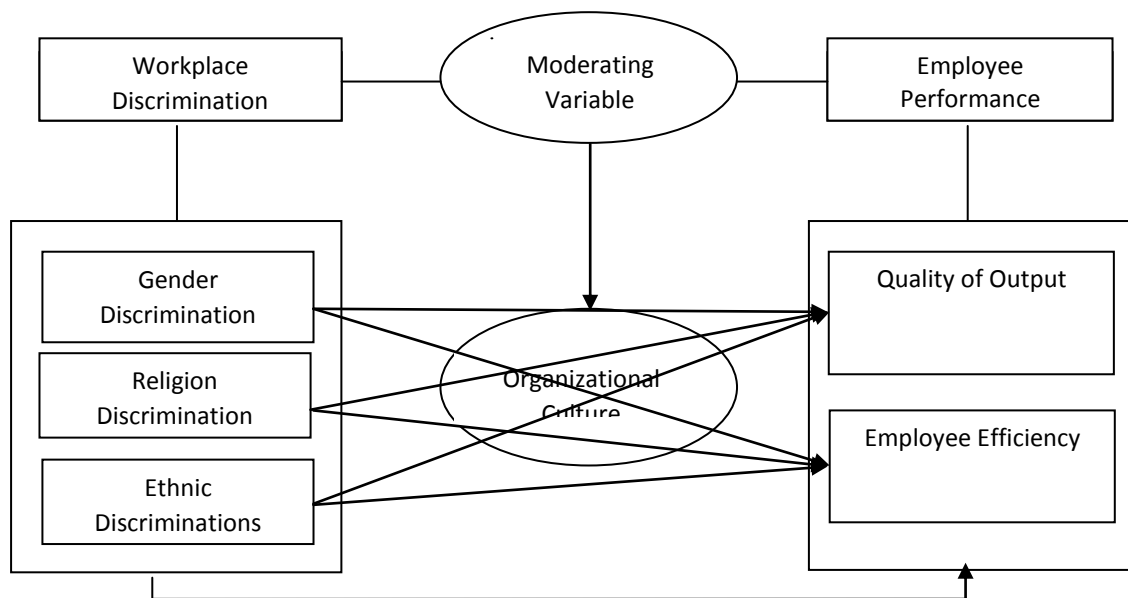
Employee performance grounds of discrimination can be seen when individuals feel they are mistreated because of their group membership, they often feel alienated and angry, which can result in negative work-related behaviors. Perceived discrimination is also related to more extreme work withdrawal behaviors, it is largely identified that discrimination turns the employees emotionally brittle, simple peace loving employees transform into paranoid and suspicious, fearful and angry individuals. Elimination of gender discrimination is crucial for the satisfaction and motivation, commitment and enthusiasm and less stress of the employees (Channar et. al., 2011).

Another noteworthy factor is ethnic and cultural differences as some individuals harbor unfair prejudices against people of different colors, cultures, ethnicity or religion than their own. Also is the existence of gender discrimination which represents one the oldest and most common diversity issues in the workplace is the "men vs. women" topic (Patterson, 2015). Employee poor performance result in low productivity, psychological distress, low employee

involvement, lack of loyalty of employee, low salary of employee, reduced organizational and goodwill. Low employee performance negatively affects both individual and the entire organization.

Hence, this research seeks to examine how discrimination in organization relates to employee performance in the food and beverage firms in Port Harcourt, Rivers state.

1.3   Conceptual frameworks

Source: Adapted from Hasan and Ali (2014); Fatima and Omar (2014);Owolabi, (2012), Ali and Yunus (2013).

1.4   Aim and Objectives of the study

The main aim of this study is to examine the relationship between Workplace Discrimination and Employee Performance in Food and Beverage firms in Port Harcourt. The specific objectives for this study are:

i.   To examine the relationship between Gender Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.

ii.   To determine the relationship between Religion Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.

iii. To access the relationship between Ethnic Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.

iv.   To investigate the relationship between Gender Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.

v.   To examine the relationship between Religion Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.

vi.   To access the relationship between Ethnic Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.

vii. To investigate the moderating role of Organizational Culture on the association between Workplace Discrimination and Employee Performance of Food and Beverage Firms in Port Harcourt.

1.5   Research Questions

Based on the preceding Research Objective, The following research questions were formulated:

i.   What is the extent of Relationship between Gender Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt?

ii.   What is the extent of Relationship between Religion Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt?

iii. What is the extent of Relationship between Ethnic Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt?

iv.   What is the extent of Relationship between Gender Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt?

v.   What is the extent of Relationship between Religion Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt?

vi.   What is the extent of Relationship between Ethnic Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt?

vii. What is the extent of moderation of Organizational Culture on the association between Workplace Discrimination and Employee Performance of Food and Beverage Firms in Port Harcourt?

1.6   Research Hypotheses

The proposed research work at hand will be guided by the following hypotheses stated in their null form (H_0:).

H_{01}: There exists no significant relationship between Gender Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.

H_{02}: There is no significant relationship between Religion Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.

H_{03}: There is no significant relationship between Ethnic Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.

H_{04}: There is no significant relationship between Gender Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.

H$_{05}$: There is no significant relationship between Religion Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.

H$_{06}$: There is no significant relationship between Ethnic Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.

H$_{07}$: There is no significant influence of Organizational Culture on the association between Workplace Discrimination and Employee Performance of Food and Beverage Firms in Port Harcourt.

2.1   Theoretical Framework

Social Identity Theory
Social identity theory is a useful framework for defining perceived discrimination, but it is important to recognize that an individual's identification with a particular group is not limited to demography and does not occur in isolation. Additional aspects of group membership and the environmental context (that is, the organization) must be considered as well. Intergroup theory (Alderfer, Alderfer, Tucker, and Tucker, 1980) and embedded intergroup theory take into account these considerations. Intergroup theory suggests that two types of groups exist in organizations: identity groups and organizational groups. For example, one's identity group may include individuals with similar demographic characteristics, such as race, gender, or age, whereas one's organizational group may include individuals who share similar tasks, hierarchical status, or function. According to this perspective, individuals are constantly trying to balance the competing demands and expectations based on membership in their identity and organizational groups. Intergroup theory, and more specifically embedded intergroup theory, suggests that it is important to consider a constellation of organizational relationships, such as individuals and their relationship with their coworkers, their supervisors, and the organization itself, in assessing the impact of perceived discrimination.

Coleman and Deutsch (2000) present a human resource development model that builds on the concept of embedded groups and interactional research. He suggests that the impact of diversity involves interaction between individuals and their environment. This conceptual model, the Interactional Model Of Cultural Diversity (IMCD), is based on the idea that an employee's group affiliations, such as gender or race, can be analyzed on three levels— individual, group intergroup, and organizational—which are consistent with the units of analysis suggested by embedded intergroup theory. Taken together, these factors form the diversity climate of an organization. A recent study by Barak, Cherin, and Berkman (1998) successfully used this framework to examine the employees' perceptions of diversity at a large electronics company. The authors suggested that future research should examine employees' perceptions of discrimination and the impact on their organizational commitment and job satisfaction.

There are several factors creating an environment where women are discriminated even in the office and gender discrimination emerges right from the time a woman makes her choice of

work (Bilkis, Habib and Sharmin, 2010). Social identity theory opined that employees within the organization categorize themselves and others into different groups on the bases of common, similar or shared characteristics. Bilkis, Habib and Sharmin (2010) opined that discrimination, especially gender discrimination lies at the imbalance of power in our society. Perceived discrimination is a personal feeling that he/she is treated because of his/her group affiliation. Furthermore, when individuals feel they are mistreated because of their group affiliation, they often feel alienated and angry, which can result in negative work-related behaviors.

2.2   The concept of workplace discrimination

Workplace discrimination is a phrase many human resource practitioners condemn and do not want to hear. It refers to discrimination in hiring, promotion, job assignment, termination and compensation. It must be noted that many jurisdictions prohibit some types of workplace discrimination, often by forbidding discrimination based on certain traits (Dwomoh & Owusu, 2012). Employment discrimination (or workplace discrimination) is discrimination in hiring, promotion, job assignment, termination, and compensation. It includes various types of harassment (Devah, 2009). Many jurisdictions prohibit some types of employment discrimination, often by forbidding discrimination based on certain traits ("protected categories"). In other cases, the law may require discrimination against certain groups (Devah, 2009). In places where it is illegal, discrimination often takes subtler forms, such as ethnic discrimination and requirements with disparate impact on certain groups. In addition, employees sometimes suffer retaliation for opposing workplace discrimination or for reporting violations to the authorities. "Workplace Discrimination" means unequal treatment in a formal workplace. Title VII of The Civil Rights Act of 1964 says that no person employed or seeking employment by a business with more than 15 employees may be discriminated against due to his or her race, color, religion, sex, or national origin. While there are federal laws concerning discrimination, most states have enacted laws that prohibit it. These laws may have different remedies than the federal laws and may, in certain circumstances be more favorable than the federal laws. There are four major types of employment discrimination, and other types can usually be dealt with in regard to one of them.

Discrimination has been with mankind since time immemorial and people have experienced discrimination of one form or the other. Especially in our part of the world, that is Africa; Ghana for that matter, our cultures and some religious beliefs have allowed various forms of workplace discrimination (Dwomoh & Owusu, 2012). Hellen Hemphill and Ray Haines described four basic areas of discrimination (Hemphill and Haines, 1997, p.2):

* Isolated discrimination: Intentionally harmful actions undertaken by a dominant group member against members of a subordinate group, without that action being social embedded in the larger organization or community context;

* Small group discrimination: Intentionally harmful actions under taken by a few dominant group members acting in concert against members of subordinate groups, without the sanction of the larger organization;

* Direct institutional discrimination: Organizationally prescribed actions that, by intention, have a negative impact upon members of subordinate groups which are routine actions carried out by large numbers of employees guided by organizational norms and culture.

* Indirect institutional discrimination: Practices that have a negative impact upon members of a subordinate group, even though the prescribed norms and regulations guiding these actions were established with no intent to harm subordinate group members. Hellen, Hemphill and Ray Haines also described six main types of discrimination (Hemphill and Haines, 1997, pp.17- 27):

- Disabilities Discrimination
- Ethnic Discrimination
- Sexual Harassment
- Race Discrimination
- Sexual Orientation Discrimination
- Gender Discrimination

For the purpose of this study, workplace discrimination has been discussed with the help of the following dimensions:

2.2.1   Dimensions of Workplace Discrimination

For the purpose of the present study, Workplace Discrimination has been discussed with the help of following dimensions:

2.2.1.1 Gender Discrimination:

No law has ever attempted to define precisely the term' discrimination', in the context of workforce, it can be defined as the giving of an unfair advantage (or disadvantage) to the members of the particular group in comparison to the members of other group (Channar et al. 2011)

Even though there are regulations that are used to promote equality within the workplace, discrimination is still rampant. Women still do not measure up to men when it comes to income, employment rates and occupational range. Women's average salary is 72 to 88 percent of men's, even when variables such as education, age, position and job tenure are considered (Wadhwa, 2006). In most countries, the glass ceiling is ever present for women and the wage differences are significant compared to men. Based on a report by Catalyst in 2005, only "one in fifty eight woman were CEO's in the Fortune 500; an additional nine were CEO's in Fortune 501-1000 companies" (Michael, Daniels, and Barry 2007). Women are also more likely to be stuck in low-paid but more secure positions (i.e. education and healthcare). Historically the rate of employment for women was lower; however, due to the late 1800s recession the participation of women in the workforce has surpassed that of men.

"Discrimination can occur at every stage of employment, from recruitment to education and remuneration, occupational segregation, and at time of layoffs" (Hart, 2007).

The disadvantage usually results in the denial or restriction of employment opportunities, or discrimination in the terms of benefits of employment. Discrimination is a subtle and complex phenomenon that may assume two broad forms as highlighted by Akua and Cecilia (2015):

1. *Unequal (Disparate) Treatment*: This is an intentional discrimination treatment. For example, it would include hiring or promoting one person over an equally qualified person because of the individual's race, sex etc. or paying a male more than a female to perform the same job.

2. *Adverse Impact*: Reskin (2008) write that it is a consequence of an employment practice (application of identical standards for every one) that results in a greater rejection rate for a minority group than it does for the majority group in the occupation. This concept results from a seemingly neutral, even unintentional employment practice consequence.

Research has shown that the ways that men and women are treated differently in the workplace can be nearly imperceptible at the level of the individual and emerge only when aggregated across individuals (Heilman & Welle, 2005). Crosby (2004), for example, demonstrated that by and large, women do not acknowledge the ways that gender discrimination may have affected their own career experiences. They are more likely to assume personal responsibility for receiving fewer organizational resources than their male coworkers. These same women, however, believe that gender discrimination exists in the workplace and affects the resources that other women receive. It has been argued that gender discrimination is difficult to perceive because it accounts for a small portion of variance in organizational decision-making (Barret & Morris, 2003).

Gender stereotypes lie at the heart of many of our perceptions of the workplace and the people that operate within it (Heilman & Welle, 2005). Descriptive and prescriptive stereotyping exerts significant impact on men's and women's organizational experiences. The impact of stereotyping processes links up onto two types of discrimination, formal and informal (Stangor, 2001). Formal discrimination refers to the biased allocation of organizational resources such as promotions, pay, and job responsibilities, while informal discrimination centers on the interactions that occur between employees and the quality of relationships that they form (Mannix & Dovidio, 2002).

2.2.1.2 Religion Discrimination:

Religion discrimination, the second construct, involves maltreatment as a relation to the religious background of the employee (Goleman, 1998). While religion discrimination is more than resisting explosive or problematic behavior, it is putting your momentary needs on hold, to pursue your larger and more important goals (Garner, 2009) i.e. it is the ability to regulate distressing effects like anxiety and anger, and to inhibit emotional impulsivity (Goleman,1995). It covers the ability to regulate emotions in both ourselves and others. For

example, an emotionally intelligent politician might raise his own anger and use it to deliver a powerful speech to stimulate righteous anger in others (Amjad, 2009).

2.2.1.3 Ethnic Discrimination:

Ethnic discrimination in the work place occurs when one employee is treated differently from another due to the fact that he/she belongs to a particular ethnic or having a different skin color or nationality. It is one of the fastest growing fields of law. While the overall number of claims has increased, the number of ethnic discrimination claims often keeps up with general economic conditions and employment layoffs. Zick, Pettigrew and Wagner (2008) noted that ethnic discrimination directed at immigrants are a wide spread phenomena across Europe and other parts of the world.

It is normal that when layoffs occur, discrimination claims go up as well, some of which are legitimate and some of which are not. Gibereubie, Osibanjo, Adeniji and Oludayo (2014) noted that a recruitment policy devoid of ethnic discrimination enhances employee performance in an organization. Solving the problem of ethnic discrimination in the work place involves three things: understanding the problem, educating the public on ethnic discrimination, and finding ways to address and overcome the issue. There has been growing scientific interest in examining the perception of racial or ethnic discrimination and its contribution to productivity. Discrimination has been defined as the exclusion of some groups from the sharing of power, income and satisfaction (Hall et al., 1998; Lawler and Bae, 1998), or the unequal treatment of some groups (Ataov, 2002). Discrimination has been often interpreted in a very broad manner and clearly described as an outcome driven by a wide range of different, sometimes overlapping, processes (Basu and Eser, 2003). In many instances within the workplace, these processes operate conterminously to undermine the value and productivity of specific groups of employees (Olsen, 2004; Joseph Rowntree Foundation, 2003; Butt and O'Neil, 2004). Most studies found that discrimination in all its forms prevents individuals from accessing, or progressing within, the labour market. SEEDA (2006) reported that racial or ethnic discrimination in the workplace has a huge impact both at individual and organization levels. It has been estimated that at any one time around 500,000 people are suffering from work related stress at a level that makes them ill (HSE, 2005).

2.3 The Concept of Employee Performance

Employee performance which leads to improved corporate performance if well-handled can be explained to be a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. Good organizational performance refers to the employee performance (Iqbal, Ahmad, Haider, Batool and Ain, 2013).

Research appears to take care of the same core construct: Employee Performance and performance. Since the beginning of industrialization, the concept of assessing Employee Performance has been crucial in organization practice and theory. Generally, it is not clear

what experts mean whenever they make reference to effectiveness and it has led to ambiguities in interpreting the results of their work. Armstrong (2001) sees performance as behavior which shows the way in which teams and individual with an organization get work done. Mooney (2009) opined that performance is not only related to result but it also relates with activities and behaviors of staff that they used to achieve their growth goals.

The sad thing is, just a few studies have tried to give a definition of employee performance. The effective management of people in teams can produce greater performance levels and greater employee performance" (Potgieter, 2003). There exist four approaches to employee performance listed below.

a) *Goal Approach*: the goal approach is also called rational-goal or goal-attainment approach; it has its origins in the mechanistic view of the organization. This approach assumes that organizations are planned logical, goal-seeking entities and they are meant to accomplish one or more predetermined goals. Goal approach is worried with the output side and whether or not the organization attains its goals with respect to preferred levels of output. Goals defined areas in which organization have been or are expecting to be directing their energy (Gable, 2006). It sees effectiveness with respect to its internal organizational objectives and performance. Typical goal-attainment factors include profit and efficiency maximization. The key constraint of this approach pertains to the content comparability of organizational goals. The dependable identification of comparable and practically appropriate goals within groups of organizations is thus a serious problem. What a company declares as its formal goals don't always echo the organizations actual goals. Therefore, organizations formal goals are typically dependent upon its standards of social desirability. As goals are dynamic, hence they will probably change as time passes, simply because of the political make-up of an organization. Organizations short-term goals are usually not the same as their long term goals. More specifically organizations which are goal mented tend to avoid more negative outcomes (Gable, 2006). The utilization of goals as a standard for assessing Employee Performance is challenging. The goal approach presumes consensus on goals. Considering the fact that there are numerous goals and varied interests inside an organization, consensus, is probably not possible.

b) *System Resource Approach:* This approach to employee performance was developed in response to the goal approach. The system resource approach sees an organization as an open system. The organization obtains inputs, participates in transformation processes, and generates outputs. This approach emphasizes inputs over output. The systems resource model defines the organization as a network of interrelated subsystem (Cunningham, 2001). It sees most organizations as entities which function in order to survive, at the same time rivaling for scarce and valued resources. It assumes that the organization consists of interrelated subsystems. If any sub-system functions inefficiently, it is going to influence the performance of the whole system. The disadvantages of this approach relate to its measurement of means. An issue with this approach is that a higher amount of obtained resources is not going to promise effective usage. In addition, it is tough to define an ideal degree of employee efficiency across distinct organizations.

c) *Internal Process Approach:* This approach has been developed in response to a fixed output view of the goal approach. It looks at the internal activities. Employee performance is assessed as internal organizational health and effectiveness. According to internal-process approach, effectiveness is the capability to get better at internal efficiency, co-ordination, commitment and staff satisfaction. This approach assesses effort as opposed to the attained effect. The organization may assure its existence and development by synergetic implementation of efficiency and effectiveness the process control (Potocan 2006). Some experts have criticized the internal-process approach, like the system-resource approach, cannot lead to legitimate indicators of employee performance itself. Rather, it is accepted as an approach for studying its assumed predictors. Similar to the system-resource approach, the internal-process approach could possibly be applied only where comparable organizational outcomes can hardly be assessed accurately. This approach deals more with narrowly with internal mechanism (Sharma, 2017).

d) *Strategic Constituencies Approach*: This focuses on the groups that have a stake in the organization which are directly or indirectly influenced by the company (Sharma 2017). This approach suggests that an efficient organization is one which fulfills the demands of those constituencies in its environment from whom it needs support for its survival. It assesses the effectiveness to satisfy multiple strategic constituencies both internal and external to the organization. Strategic constituencies approach is ideal for organizations which rely highly on response to demands. The organization is seen as a set of internal and external constituencies that negotiate a complex set of constraints, goals and referents (Henri, 2003).

2.3.1   Measures of Employee Performance

The various authors further identify the following criteria to assess employee performance; namely:

2.3.1.1   Quality of Output –

Quality trumps quantity—especially when you consider employee productivity. Sure, meeting deadlines is important and does reflect on individual performance, but if what's being produced is of lower quality, meeting deadlines takes a back seat. Measuring quality of output is subjective. What and how you measure is very dependent on the industry you're in and the specific duties and tasks of the employee. According to Gallie (2003), there is a noticeable congruence in terms of the aspects of works that is considered crucial for wellbeing.

One thing to consider, however, is the percentage of work output that is rejected or must be redone. With talent management software, like onboarding for new hires or 360-degree performance reviews for existing staff, you can gain more insight on individual performance. Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts, effectiveness is measured or gauged

by how well the organization meets or exceeds its goals. Quality of Output is the most widely used effectiveness criterion for organizations. Dahi, Nesheim and Olsen (2009) propose six (6) dimensions to be included in the measurement of quality of work which are; job security, pay and fringe benefit, intrinsic reward system, work intensity, skills and autonomy. There are many advantages to establishing organizational goals: They guide employee efforts, justify a company's activities and existence, define performance standards, provide constraints for pursuing unnecessary goals and function as behavioral incentives.

Friedman (2013) noted that having a working environment that promotes wellness and happiness do not only increase the mood of employees but also the quality of output. Organizations should clearly communicate organizational goals to engage employees in their work and achieve the organization's desired ends. While an organization can communicate its organizational goals through formal channels, the most effective and direct way to do so is through employees' direct supervisors. This allows managers to work with their staff to develop smart goals that align with the organization's goals.

2.3.1.2 Employee Efficiency–

This second criterion relates to both employees inputs and outputs. An efficient employee is able to maximize their productivity with minimum effort or expense. Costly mistakes are few and far between, deadlines are met and quality of work is not sacrificed. Simply put, they get the job done. Childs (2009) noted that empowerment of staff or individually to do what is needed can help achieve efficiency of employee.

To measure individual efficiency, try conducting team assessments. Team assessments can provide an in-depth evaluation of a team's ability to meet goals, as well as identify challenges. Additionally, communicating with the people who an employee works with on a day-to-day basis can give you valuable insight on how an employee is performing—insight you might not otherwise get. Childs (2009) asserted that while hiring employee, one should look for actualisers which has different traits that propel efficiency. An employee is deemed effective in this regard if it what he or she sets out to achieve. Resource based approach assesses effectiveness by observing the beginning of the process and evaluating whether the organization effectively obtains resources necessary for high performance. Employee Performance is defined as the ability of the organization to obtain scarce and valued resources. Ex: Low cost inputs, high quality raw materials. (In many not-for-profit organizations it is hard to measure output goals or internal efficiency.)

2.4.   Organizational Culture

The culture of an organization has tremendous effects on the direction of the organization and to the behaviors of people within it. Organizational culture governs what the enterprise stands for with regard to how it allocates resources, its organizational structure, system in use, people, results and rewards, problems and opportunities and the way it deals with them (Ugoani, 2015). Organizational culture gives people a sense of how to behave, and what they

should do or not do. The culture of an organization is a composite of many variables such as economic environment, purpose, shareholders interest, organizational maturity, personalities as well as ethics and philosophy (Agulanna & Madu, 2003). Culture is that complex whole which includes knowledge, belief, art, morals, laws, customs and other capabilities acquired by man as a member of a society. This complex whole designs and structures a system of ideas which influences the management of individuals and group operations in any organization. Hence the understanding of cultural diversity leads to cross – cultural literacy that gives rise to efficiency and effectiveness. Organizational culture refers to the character of an organization, its history, its approaches to decision making, its way of treating employees, and its way of dealing with the outside world. Another school describes organizational culture as "the sum total of shared values, symbols, meanings, beliefs, assumptions and expectations that organize and integrate a group of people who work together". Ravasi and Schultz (2006) noted that organizational culture is a set of shared assumption's which guide what takes place in any organization.

Experts identify two types of organizational culture such as authoritarian and participative. Authoritarian cultures feature centralized decision making with the Chief Executive Officer (CEO) and a few high-level managers. Departments have different agenda sometimes in conflict with each other. Employees do not perceive rewards for innovation, but following orders. They believe that their managers are interested in them only as workers and not as people. Lund (2003) claimed that organizational culture influences behaviors and individual attitudes. Authoritarian cultures are closed and resistant to change from outside the organization. Organizations with participative cultures, feature the common value of team work, employees feel empowered to make decisions rather than to wait for orders from those in authority or in power. The departments work together "like a well-oiled machine". Department goals match overall organizational goals. Workers feel valued as people, not just as employees. Participative organizational cultures are open to new ideas from inside and outside the organization. Lau and Ngo (2004) is of the opinion that organizational culture depicts the collective values, principles and beliefs of organizational members.

The primary responsibility for organizational culture belongs to management- the decision makers of the organization. Successful managers seek a workplace culture that supports the goals of the organization.

2.5 Empirical Literature

Abbas, Hameed and Waheed (2011) evaluated the influence of Gender discrimination on employee performance in Nigeria, Three dimensions of gender discrimination are included in this research that is hiring discrimination, promotion discrimination and facilities discrimination. Data was obtained by 200 telecom supervisors of Pakistani industry. Further utilizing the quantitative to analyze the study data i.e. correlation & regression tools. The study discovered that gender discrimination in promotion and facilities are more responsible for the level of employee performance.

Akua band Cecilia (2015) evaluated the issue of gender discrimination in the work place; specifically to assess how gendered assumptions affect women and to find out the factors affecting women's participation in Higher Education (HE) management and to ascertain whether prejudices regarding gender occur in the professional setting and how it hinders women's advancement into top ranking management positions. Interviews were conducted with primary data gathered upon interviews with ten women administrative professionals in five public universities in Ghana, are used to assess gender discrimination and the way it has affected the individuals and their careers. The findings from the study revealed that women are indeed underrepresented in the management of higher education institutions in Ghana.

Omoh, et al., (2015) evaluated workplace discrimination and its influence on employees' performance in Ghana. Questionnaires were collected from 159 employees drawn from 5 different organizations in 5 different sectors on whether discrimination at the workplace has any influence on employees' performance. A chi square test statistic (X2) 1.91 was calculated which the result was less than the critical value of 3.841. This makes the study accept the null hypothesis and concluded that employees in Ghana do not see workplace discrimination as strange actions by managers that will influence their performance negatively.

Uzma (2004) found out that identity is created through the society, environment and parents. It is a two-way process - how people view you and how you view yourself. Attitude of parents towards their children formulate their identity. Parents usually consider their daughters as weak, timid, and too vulnerable; they need to be protected by the male members of the society. Because of this reason females cannot suggest or protest. This is the first step of subjugation and suppression. According to her, even the educated females have the double identity – professional and private. Another finding of her research was that the income of the women is not considered as the main financial source for the family, but as supplementary to the income of their males. She also found that those results were not valid for the upper and advanced families, where complete freedom is given to their females.

Sahdat, Sajjad, Faroog and Rehman (2011) evaluated the impact of workplace discrimination on job satisfaction and productivity. It was discovered that workplace discrimination is positively correlated with the job satisfaction increasing employee's performance and organization productivity. It has been noticed that job satisfaction and positive feeling increase desired expansion.

Ugoani (2016) investigated the relationship between workplace discrimination and organizational competitiveness: management model approach. The survey research design was used to explore the relationship between workplace discrimination and organizational competitiveness. The study found that workplace discrimination has strong positive relationship with organizational competitiveness.

Shahhossa, Silong, Ismaill and Uli (2012) examined the effect of workplace discrimination on the job performance of the individuals from a theoretical viewpoint. More specifically, it embarks on the link between the nature of workplace discrimination and the job performance.

The study discovered a positive correlation between workplace discrimination and job performance.

3.1   Research Design

Parahoo (1997) describes a research design as "a plan that describes how, when and where data are to be collected and analysed"; it represents the blue print of the study. For the purpose of this study, The cross-sectional survey design will be utilized which is an aspect of the quasi-experimental research design as it represents a type of observational study that analyses data collected from a population, or a representative subset, at a specific point in time - that is, cross-sectional data.

3.2   Population for the Study

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done (Explorable, 2009). The accessible population consist of the fifteen (15) registered food and beverage firms in Port Harcourt as contained in the Port Harcourt business directory Rivers/Bayelsa state chapter. The accessible Population of this study will be drawn from the 5 selected Food and Beverage firms in Rivers State, Port Harcourt. These firms were selected based on the fact that they have existed for a long period i.e. over a decade.

3.3   Sampling Technique

This study utilizes the probability sampling technique. Due to the fact that samples are selected based on simple random techniques, which give all the individuals in the population equal chance to be selected in order to avoid bias in the study as the study is carried out within the confines of Port Harcourt in Rivers state.

3.3.1   Sample Size

The sample size will be determined by using the Taro Yamane's formula at a 0.05 level of significance I.e. 95% confidence level. A sample size of 186 respondents was obtained.

The sample size for each firm was determined by using the Bowley's (1964) population allocation formula.

3.4. Data Collection Method

This study will be utilizing the primary source of data which will be gotten from the respondents via a carefully structured questionnaire.

3.5   Operational Measures of Variables

The response modes were based on the 5 point Likert scale ranging from 5= Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

Specifically, the dimensions will entail 15 questions (items) which will be adapted from the 32 item Workplace Discrimination Pattern Questionnaire (HQS) of Hasan and Ali (2014), Fatima and Omar (2014), Owolabi, (2012), Ali and Yunus (2013), but will be refined to a 5

point scale as it originally consists of a 7 point scale to bring it to unison with the measures which will be entailed items adapted from the works of Cameron (1986); Caneron (1986) in Kinicki and Kreitner (2003).

The moderating variable 'Organizational Culture' was adapted from related studies by Roger Harrison's (1975) Diagnosing Organizational Ideology.

3.7   Data Analysis Technique

All statistical analysis will be carried out using the Statistical Package for Social Sciences (SPSS) version 22. While partial correlation will be utilized for the moderating variables, organizational culture

4.1   Test of Hypotheses

Table 1 Hypotheses Testing Results

	Hypotheses	Outcome	Decision	Extent of Relationship
Ho_1	There exists no significant relationship between Gender Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.	sig. = 0.000 rho = -0.566	Reject null hypothesis	Negative relationship
Ho_2	There is no significant relationship between Religion Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.	sig. = 0.000 rho = -0.398	Reject null hypothesis	negative relationship
Ho_3	There is no significant relationship between Ethnic Discrimination and Quality of Output of Food and Beverage Firms in Port Harcourt.	sig. = 0.000 rho = -0.360	Reject null hypothesis	Negative relationship
Ho_4	There is no significant relationship between Gender Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.	sig. = 0.000 rho = 0.559	Reject null hypothesis	Moderate positive relationship
Ho_5	There is no significant relationship between Religion Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt.	sig. = 0.000 rho = -0.334	Reject null hypothesis	Negative relationship
Ho_6	There is no significant relationship between Ethnic Discrimination and Employee Efficiency of Food and Beverage Firms in Port Harcourt	sig. =0.000 rho = 0.306	Reject null hypothesis	Positive Relationship
Ho_7	There is no significant influence of Organizational Culture on the association between Workplace Discrimination and Employee Performance of Food and Beverage Firms in Port Harcourt	sig. = 0.000 rho = 0.481	Reject null hypothesis	Positive Relationship

Source: SPSS Data, 2017

4.2   Discussion of findings

This study investigated the relationship between workplace, discrimination and employee performance, it further investigated how organizational cultural moderated the relationship between the variables.

The analysis between gender discrimination and quality of output revealed that there exists a significant negative relationship between gender discrimination and employee quality of output. This implies that when gender discrimination increases, the quality of output by the employee reduces drastically and vise visa. This finding is supported by previous work by Abbass et al; (2011) where they remarked that gender discrimination in promotion of employee has a negative relationship with employee performance.

The result of this analysis shows that there exist a significant relationship between religion discrimination and quality of output. However, the relationship was negative. This implies that organizations which are characterized by religion discrimination will definitely have employees with low quality of output. Hence for organization to enhance the quality of work of their staffs, they should put in more effort to combat the idea of religion discrimination. This finding is in line with that of Athena and Daisii (2014), which maintained that a negative relationship exists between religion discrimination and employee work related performance.

The result of the analysis showed that the P-value (0.000) is less than 0.05 which indicated a significant relationship between the variables. However, the relationship was negative given that the rho = -0.398. This implies that when ethnic discrimination exists in organization, the employee quality of output reduces. This finding is in line with the argument of Gibereubie, Osibanjo, Adeniji and Oludayo (2014) which stated that employee performance is enhanced when the workplace is void of ethnic discrimination.

The result of the analysis reveals that there exist relationships to a significant level between gender discrimination and employee efficiency. The variable was positively correlated. This implies that gender discrimination does not affect the employee efficiency. The reason could be that employees that are discriminated as a result of their gender put in their best in their work to outperform even the target set for them and to prove to those discriminating them that they have potentials which are unique irrespective to their gender. This result disagrees with that of Athena and Daisii (2014) which posited that negative relationships exist between the variables. The reason for the variations of findings could be because the research was carried out in different environment having workforce with varied mindset, orientation and belief.

The relationship between religion discrimination and employee efficiency was significant. However, the variables were negatively correlated. This shows that religion discrimination in the workplace will impact negatively on the efficiency of employees. In order words, when religion discrimination increases in the workplace, the efficiency of employees reduces. This finding agrees with that of Athena and Daisii (2014) which found a negative significance between the variables.

The result of the analysis revealed a positive relationship between ethnic discrimination and employee efficiency. This shows that ethnic discrimination does not in any way reduce the efficiency of employee in the workplace. This result agree with that of Omoh, Owusu and Mendah (2015) which found that employees in Ghana do not see workplace discrimination as a strange action by managers that will influence their performance negatively.

The result of the moderating influence of organizational culture on the relationship between the variables was positively significant. This shows that organizations that have a culture which values all employees and involve employees in decision making irrespective of their ethnicity, gender and religion background will have a workforce characterized with high performance. This aligns with the findings of Ugoani (2015) which found out that a strong positive association exists between workplace discrimination and organization culture equilibrium.

5.1   Conclusion

Based on the findings of this work, it is easily deduced that an organization which is unable to eliminate religion discrimination, gender discrimination and ethnic discrimination will end up having a workforce characterized with low quality of output. Employees that are discriminated are bound to suffer work related stress which affects the quality of their work. When this occurs, such categories which are discriminated act and exhibit behaviors which could negatively affect the entire operations and performance of the organization. Employer efficiency is affected when discrimination is on high side in the organization. An efficient employee possesses the capability to maximize their productivity with minimum effort or expenses. The accumulation of different employee efficiency results in the total efficiency of the organization. An employee is seen to be efficient when he/she is able to achieve with minimum resource what the organization stipulated for him/ her. Unfair prejudices in the workplace against people of different color, cultures, ethnicity or religion background reduces creativity of worker, induces deviant behavior and could lead to high frequent turnover in the organization. Hence, we hereby conclude that discrimination in the organization has more negative impact on the employee performance and in the long run negatively affect the performance of the entire organization. More so, organizational culture moderates the relationship between workplace discrimination and employee performance

5. 2   Recommendations

1. Managers in the food and beverage firms should properly manage diversity in the organization by organizing seminar for workers in order to enable them see the benefit of diversity in the organization.

2. Managers of the food and beverage firms should set up ways through which employee can report any form of discrimination to management and such complaints should be handled with optimal seriousness, promptly and confidentially in order to eliminate discrimination.

3. Managers should be religiously tolerant, they should avoid prejudicing a segment in the organization as a result of religious belief in other to foster harmony and unproved individual performance.

4. There should be a proper training for managers and supervisors on how to adequately respond to discrimination in the organization.

5. Managers should enact workplace policy to reduce discrimination and such policy should be reviewed frequently to ensure that its effectiveness is maintained.

6. Managers should ensure equal opportunity of promotion and career success for all categories of employee irrespective of their gender.

7. Organizational culture should encourage employees irrespective of gender, age, ethnic group or religious belief to participate in decision making as this will help reduce discrimination in the workplace.

5.5   Suggestion for Further Study

Further research should be conducted to know how workplace discrimination relates with employee turnover in the organization. Also, future researches should examine how workplace discrimination relates with employee performance in a different sector of the economy.

REFERENCES

Abbas, Q, Hameed A & Waheed, A. (2011). Gender discrimination and Its effect on employee performance/productivity. International journal of humanities and social science.1(15).171-176.

Akua, A.A & Cecilia.A (2015). Gender discrimination In the workplace: A study of women's participation in higher education management in Ghana. *Afro Asian journal of social sciences*.6(3). 2229-5313.

Alderfer, C. P., & Smith, K. K. (1982). Studying intergroup relations embedded in organizations. *Administrative Science Quarterly, 27,* 5–65.

Alderfer, C. P., Alderfer, C. J., Tucker, L., & Tucker, R. (1980).Diagnosing race relations in management.*Journal of applied behavioral science, 16,* 135–166.

Ali T. A. and Yunus T. (2013).Effect of dıstrıbutıve Justıce, procedural justıce and organızatıonal trust on affectıve commıtment.*Inter-disciplinary journal of research in business*, 2(8), 61- 66.

Allen, R. E., & Keaveny, T. J. (1985).Factors differentiating grievant and nongrievants.*Human relations, 38* (6), 519–534.

Alpert, Y., (2011). *Managing human resource, productivity, quality of work life, profits* (4th edition).McGraw hill internationals.

Athena, C, T & Daisii, C.W (2014). How gender discrimination affects the performance of a firm. China business studies concentration. 1(1).01-42.

Australian human rights commission (2014). Workplace discrimination, harassment and bullying. SYDNEY.

Baridam, D.M., (2001). Research method in administrative sciences (3rd ed.) port Harcourt .sherbrook associates

Bllkis, A., Habib, S.B., & Sharmin, T. (2010).A review of discrimination in employment and workplace. ASA University review, 4(2), 137-150.

Borgman, C. L., (2010) Research data: Who will share what, with whom, when and why? China- North American Library Conference.

Cameron, K. S. (1986). Effectiveness as paradox: Consensus and conflict in conceptions of employee performance. *Management science*, *32*(5), 539-553.

Channar, Z.A, Abbassi, Z & Ujan, I.A (2011).Gender discrimination in workforce and its impact on the employees.*Pakistan journal of commerce and social sciences*.5(1).177-191.

Cherin, D. A., & Berkman, S. (1998). Organizational and personal dimensions in diversity climate: Ethnic and gender differences in employee perceptions. *Journal of Applied Behavioral Science, 34* (1), 82–104.

Chikaodilip, O., (2010). The impact of job satisfaction on employee performance in government owned enterprises. A publish master thesis, University of Nigeria, Enugu.

Childs, D., (2009). Improving employee productivity and efficiency. Environment finance review, 52-55.

Coleman P., & Deutsch, M. (2000).Major texts on peace psychology.

Coleman P., & Deutsch, M. (2000).The handbook of conflict resolution; Theory and practices.San Francisco; Jossey-bass publishers.

Cox, T. (1993). *Cultural diversity in organizations: Theory, research, and practice.* San francisco:

Cox, T., & Nkomo, S. (1993). Race and ethnicity.In R. T. Golembiewski (Ed.), *Handbook of organizational behavior.*New York: Marcel Dekker.

Cunningham, J.B., (2001). Approaches to the evaluation of organizational effectiveness. University of Victoria, Canada.

Dehl, S.A., Nesheim, T. & Olsen, K, M. (2009).Quality of work-concept and measurement.Edinburgh RECWOWE Publication.

Deshwal, P. (2016). Impact of workplace discrimination on organizational performance. *International journal of advanced research in management and social sciences*, 5(1), 173-182.

Dickerson, M. (1998).Women-owned businesses are fastest growing in U.S., report says. *Los Angeles Times,* p. C6.

Dwomoh, G., Owusu, E. E., & Mensah, A. F. (2015). Workplace discrimination and its influence on employees performance: The case Of Ghana. *International journal of information, business and management*, 7(3), 226.

El-Haddad, A. (2009). Labor market gender discrimination under structural adjustment: The case of Egypt‖. *SRC/CIDA research program on gender and work*.2 (1). 45-76

Erik, B, &Marita O. (2006). The emotional intelligence in relation to workplace discrimination where is it? Women's and men's career prospects in the private vs. the public sector in Sweden 1979-2000.

Fatima, I.Y.A.Y & Omar, M.A (2014).The impact of organizational justice on the behaviour of organizational citizenship.An applied study on the employees of the department of income and sales tax in Jordan.*Australian journal of business and management research*, 3(11), 12-29.

Friedman, E., (2013). Five ways to improve your employee's quality of work and life. Workology Inc.

Gable, S.L., (2006). Approach and abidance social motives and goals.*Journal of personality*, 74(1), 175-222.

Gallie, D. (2003). The quality of working life; is Scandinavia different? European sociological review 19, 61-79.

Giberevbie, D.E., Osibanjo, A.O., Adaniji, A.A., & Aludayo, A.O, (2014). An empirical study of gender discrimination and employee performance among academic staff of government universities in Lagos State, Nigeria.International journal of social, human science and engineering. 8(1), 101-108.

Goleman, D. (1995). Workplace discrimination. New York: Bantam.

Goleman, D. (1998). *Working with workplace discrimination*. New York: Bantam books

Gutek, B. A., & O'Connor, M. (1995).The empirical basis for the reasonable woman standard.*Journal of social issues, 51* (1), 151–166.

Gutek, B. A., Cohen, A. G., & Tsui, A. (1996).Emotional intelligence in relation to workplace discrimination sex discrimination.*Human relations, 49* (6), 791–813.

Habib, Z. (2000).Through the brick wall and the glass emotional intelligence in relation to workplace discrimination: women in the civil services in Bangladesh. Gender, *Work and Organization*, 7(3), 197-209.

Hall, C.C.I. (1997). Cultural malpractice: The growing obsolescence of psychology within the changing U.S. population. *American psychologist, 52* (6), 642–651.

Harrison, R. (1975). Diagnosing organization ideology. *The 1975 annual handbook for group facilitators*, 101-107.

Hasan, B.M & Ali.Y.Y (2014), Developing the organizational Justice scale and examining teachers and chool administrators views about organizational justice in primary schools, *Journal of educational studies*, 4(1), 33-50.

Heilman, M. &. Welle H. (2005). *Formal and informal discrimination against women at work: the role of gender stereotypes.* New York: Centre for public leadership.

Hemphill, H., & Haines, R. (1997). Discrimination, harassment, and the failure of diversity training: What to do now. *Greenwood Publishing Group.*

Igbal, N.; Ahmad, N.; Haider, Z.; Batool, Y.; & Ain, Q.U (2013) Impact of Performance appraisal on employee's performance involving the moderating role of motivation. Arabian Journal of Business and Management Review 3(1), 37-56.

Jayaratne, S. (1993).The antecedents, consequences, and correlates of job satisfaction.In R. T. Golembiewski (Ed.), *Handbook of organizational behavior.*New York: Marcel Dekker.

Jorfi, H., Jorfi, S., Fauzy, H., Yaccob, B., &Nor, K. M. (2014). The impact of Workplace Discrimination on communication effectiveness: Focus on strategic alignment. *African Journal of Marketing Management*, *6*(6), 82-87.

Kaas, L., & Manger, C. (2012). Ethnic discrimination in Germany's labour market: a field experiment. *German economic Review*, *13*(1), 1-20.

Khoavi, B. G., Manafi, M., Hojabri, R., Farhadi, F., & Gheshmi, R. (2011). The impact of Workplace Discrimination towards the effectiveness of delegation: a study in Banking Industry in Malaysia. *International journal of business and social science*, *2*(18).

Kinicki, A & Kretner, R (2003), Organizational behaviour: key concepts, skills and best practices. McGraw-Hill Irwin,

MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993).The impact of organizational citizenship behavior on evaluations of salespersons' performance.*Journal of marketing, 57,* 70–80.

Mays, V. M., Coleman, L. M., & Jackson, J. S. (1996). Emotional Intelligence in relation to workplace discrimination race-based discrimination, employment status, and job stress in a national sample of black women: Implications for health outcomes. *Journal of Occupational Health Psychology, 1* (3), 319–329.

Mirage, L. (1994).Development of an instrument measuring valence of ethnicity and perception of discrimination.*Journal of multicultural counseling and development, 22,* 49–59.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1982).*Employee-organizational likages: The psychology of commitment, absente emotional intelligence in relation to workplace discrimination, and turnover.* New York: Academic Press.

O'Reilly, C. A. III, Chapman, J., & Caldwell, D. F. (1991). People and organization culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal, 34* (3), 487–516.

Okpara J.O., (2002). The impact of salary differential on managerial job satisfaction.A study of the gender gap and its implications for management education and practices in a developing economy.Journal of business development nation 65-92.

Olajide, O.T (2014). Employees' attitudes and efficiency of human resource management practices: Evidence from Nigeria. *European journal of business and management*.6(31).68-72.

Omoh, G.D, Owusu, E.E &Mendah, A.F (2015). Workplace discrimination and its influence on employee performance: The case of Ghana. *International journal of information, business and management*, 7(3), 2260231.

Organ, D. W. (1988).*Organizational citizenship behavior.*San Francisco: New Lexington Press. Organ, D. W., & Ryan, K. (1995).A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behaviors.*Personnel Psychology, 48* (4), 775–802.

Owolabi, A. B. (2012). Effect of organizational justice and organizational environment on turn-over intention of health workers in Ekiti state, Nigeria.*Research in World Economy*, *3*(1), p28.

Patterson, G. (2015). *Discrimination in International Trade, the Policy Issues: 1945-1965.* Princeton University Press.

Podsakoff, P., MacKenzie, S., Moorman, R., & Fetter, R. (1990). Transformational leader behaviors and Emotional Intelligence in relation to workplace discrimination effects on followers' trust in leader, satisfaction, and organizational citizenship behavior.*Leadership Quarterly*, 1(2), 107-142.

Potocan, V., (2006).Business operations between efficiency and effectiveness.Journal of information and organizational sciences 30(2) 251-262.

Ramanauskas, K. (2016). The impact of the manager's workplace discrimination on organizational performance. *Management theory and studies for rural business and infrastructure development*, *38*(1), 58-69.

Renee, M. (2014). Labor market gender discrimination under structural adjustment: The case of Egypt. *SRC/CIDA research program on gender and work*.2 (1). 45-76

Sahdat, M., Sajjad, S. I., Faroog, M. U., & Rehman, K. (2011). Workplace discrimination and organizational productivity: A conceptual study.*World applied sciences journal*, *15*(6), 821-825.

Sanchez, J. I., & Brock, P. (1996). Outcomes of emotional intelligence in relation to workplace discrimination among Hispanic employees: Is diversity management a luxury or a necessity? *Academy of management journal, 39* (3), 704–719.

Schmitt, M. T., Branscombe, N. R., Postmes, T., & Garcia, A. (2014). The consequences of perceived discrimination for psychological well-being: A meta-analytic review. *Psychological Bulletin*, *140*(4), 921.

Secy, S., (2013).*The sexual harassment of women at workplace.Prevention, prohibition and redressal.* New Delhi.

Shahhossa, M., Silong, A. D., Ismaill, I. A., & Uli, J. N. (2012).The role of workplace discrimination on job performance. *international journal of business and social science*, *3*(21).

Sharma, M., (2017).Organizational effectiveness, business management ideas.

Shellenbarger, S. (1993, Sept. 3). Workforce study finds loyalty is weak, divisions of race and gender are deep. *Wall Street Journal,* p. B1.Shull, S. (1993).*A kinder, gentler racism?The reagan-bush civil rights legacy.*Armonk, NY: M. E. Sharpe.

Susan, T, & Laurie, L.(1998). Gender discrimination and the workplace: an examination of rational bias theory, Sex Roles. A journal of research, 38, 1-28.

Tajfel, H., & Turner, J. C. (1985).The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (2nded.). Chicago: Nelson-Hall.

Tesfaye, Y. (2010). The effect of discrimination on job performance and job satisfaction.

Thomas, D. A., & Alderfer, C. P. (1989). The influence of race on career dynamics: theory and research on minority career experiences. In M. B. Arthur, D. T. Hall, & B. S. Lawrence (Eds.), *Handbook of career theory.*Cambridge: Cambridge University Press. U.S. Equal employment opportunity commission, office of research, information, and planning. (1998)

Thorat, S., & Neuman, K. S. (2012). *Blocked by caste: economic discrimination in modern India*.Oxford University Press.

Ugoani, J.N.N. (2016). Workplace discrimination and organizational competitiveness: management model approach.

Uzma S. (2004). Literacy and women's identity, *Proceedings of the International Conference on social sciences: Endangered and engendered*, fatima jinnah womenUniversity, Rawalpindi, Pakistan, 84-96

Wayne, F. C. (1995). *Managing human resource, productivity, quality of work life, Profits*, McGraw Hill Internationals (4th edition).

Zick, A, Pettigrew, T.F., & Wagner, U. (2008).Ethnic prejudice and discrimination in Europe. Journal of social issues, 64(2), 233-251