

Effects of Workplace Discrimination on Employee Performance

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Abstract

Human resource managers face challenges while attempting to provide equal opportunities for all employee in the workplace. Ideally, a workplace that has diversities benefits from creativity and innovations that result from the variety of talents in the workplace. A prejudice in the workplace includes sex, sexual preference, age, color, religion, and disabilities (Denissen, & Saguy, 2014). Discriminations in the workplace occur because of factors such negative stereotypes about people of specific traits, personal test and preferences, and inability to understand personal conflicts. It also emanates from a lack of respect to diversity, excessive leisure time, skepticism of complaints, poor recruitment procedures, and poorly trained employees. Analytically, most of the causes of discriminations of all types in workplaces revolve around the role of human resources managers. For example, employees with adequate training understand the discriminations laws and can easily cope with other employees. The failure of the human resources managers to administers enough screening for the employees result in unlawful practices of discriminations in the workplace (Sperino, 2013). Additionally, excessive leisure time in the workplace is the genesis of all vices in offices. Often, human resource managers do not monitor the employees during their leisure time. As a result, the employees tend to engage in discussions that promote discriminations because of gender, ethnicity, and religion. The topic for study seeks to narrow down discriminations in a workplace to the effects of the subject on the employee performance. The entire work is a study of workplace environment and giving attentions to the effects discriminations as a contemporary issue in management.

Keywords: *Stereotypes, sexual preferences, gender discriminations, Skepticism of complaints*

Introduction

Discrimination is a vice in modern workplaces. Unfairness occurs when the treatments of a particular category of people are unjust. Essentially, organizations have obligations of providing equal job opportunities to employees of difference sexes, color, ethnic groups, and religion among other personal traits. The entire essay focuses on discriminations in workplace and effects on the employee performance. It is evident that discriminations demotivate employees and reduces the possible job satisfactions (Denissen, & Saguy, 2014). An organization achieves its goals using its employees and thus there is a need to motivate the employees. In the process of research, issues such causes of discriminations, the role of human resource managers in reducing cases of discriminations in a workplace and the view of employees on discriminations received attentions. It is possible to find a lasting solution to discriminations in the workplace if there is a clear understanding regarding the meaning of biases. Some of the practices in workplaces appear less significant yet they contribute immensely to discriminations. For example, allocating a more complicated job to men gives them an opportunity to learn and develop in their areas of professionalism (Marchiondo, et al. 2015). However, women are capable of performing a masculine task when the manager nurtures their talents.

Purpose of the study

The research seeks to find causes of discrimination in the workplace and propose solutions using the findings. It is in the expectations that after the research, organizations facing issue of discrimination access the suggestions in this research that will help moderate issues of discriminations

in the workplace. The research will propose areas that need extensive research and lay foundations for potential researchers on the topic.

Objective of the study

- To find out the causes of discrimination in workplace
- To find out the effects of workplace discrimination on employee performance
- To find out forms of discriminations in workplace and their effects on job satisfaction

Theoretical framework

The mentalities that women are weak deny the women a chance to learn the challenging but achievable tasks in the organization. In the past, people did not know that women are good leaders until the women got opportunities in leadership positions. Ideally, discriminations deprive competent employees a chance to show their capabilities (Marchiondo, et al. 2015). The vice reduces cohesions among the employees and diminishes the team spirit. It is apparent that the victims of discriminations feel isolations and less motivated to do their daily assignments (Boone James et al. 2013). The most organization has used different strategies to reduce the cases of discriminations. Some of the existing solutions to discriminations include the formulation of policies that protect all the employees equally, monitoring the employee leisure time, providing equal opportunities to all employees and punishing perpetrators of discriminations.

Ideally, the approach to reduced discriminations in the workplace that has yielded positive results involves the screening the employees adequately. Research shows that employees with a low level of qualifications do not understand the value of diversity in workplace and discrimination law assignments (Boone James et al. 2013). The human resources managers have a task of ensuring that the recruitment process is systematic and scrutinize the employees adequately. However, the strategy has limitations because discriminations in the workplace is a product of many factors. For example, scrutiny of employees and allowing them unsupervised leisure time provides them with an opportunity to engage in discriminatory talks. In different parts of this essay, the aims are to discuss the effects of discrimination on the employee performance in the most workplace (Marchiondo, et al. 2015). The entire activities in the report are to present a report of methods for data collections, findings, discussions of the findings and concluding the study.

Research methods

Data collection methods

During the research, data was collected using the methods such as, administration of questionnaires, interviews, observation, sampling, and reading of secondary sources.

Interview

The managers and the employees working in different companies were interviewed and the interview questions were as follows:

- Name some forms of discriminations in your organization.
- Has discriminations affected you directly?
- Do employees report cases of discriminations?
- How often do human resource managers tried to handle cases of discriminations?
- What are some of the methods used in your organization to cap discriminations?

Administration of questionnaires

The questionnaires were administered to employees in the different organization, and the managers. The response to the questionnaires was commendable because three-quarters of respondents gave their responses.

Observations

There were visits to different workplaces to observe employees as they work, looking at the nature of distribution of duties and the relationship between the employees and managers. The ratio of women to men in various positions was observed and the notes were made. Observations were made on nature of organization structure for example, channels of communication and grouping of workers.

Sampling

The research involved picking employee randomly for an interview. The questionnaires were administered randomly to the employees in different organizations.

Secondary sources

The articles and journals on the topic were sources of valuable information in the research. The secondary sources that were used include recruitment manuals in the different organization and a comparative study of different organizations. Some organizations discourage discriminations and administer punishments to the perpetrators of discriminations in the organization. However, other organizations are notorious of poor policies governing issues of discriminations in the workplace. Organization where cases of discrimination are minimal acts as a control experiment for the study. In the past, organizations that treat all the employees fairly enjoy creativity, innovations, and talents from the diversity (Ghumman, et al. 2013). Such organization produces quality products as opposed to an organization where issues of discriminations are prevalent.

Results

The information from the interviews, administration of questionnaires showed that different employees are discriminated because of gender, skin color, and place of origin, age, and social status. The female employees are paid less than the male counterparts despite their academic qualification are. The young employees isolate from the elderly employees in most of the organization in the case study. There are divisions in the organization depending on economic status.

It was found out that discrimination in workplaces result in a decline in job satisfactions where most employees showed a desire to quit the job. It was also clear the discriminations because of gender reduced the employee motivations to work hence a decline in quality of work. The discrimination has a negative effect on creativity and innovation in the workplace.

Factors contributing to discrimination in workplace

During the research, it came clear that the following factors lead to discrimination in workplace. A negative stereotype about women and people of color was the cause of discriminations in the workplace. People view people are weak and thus women are not given leadership positions. Additionally, some managers preferred working with people of specific sex thus discriminating the employee of other sex. For example, in an organization where managers preferred working with men, women did not have a position in such organization.

Skepticism of complaints was a cause of discrimination. Some managers ignore reported cases of discriminations in workplace thus promoting the reoccurrence of the behavior. Besides, an organization that employs employee with a low level of education had problems with cases of discrimination. It was evident that poorly trained employees did not understand discriminatory laws.

Unsupervised Leisure time was the cause of discrimination. It was apparent that employees sit in groups during free time to discuss issues that contribute to discriminations. For this reason, an organization needs to supervise employees during leisure time reduce possible cases of discriminatory talks.

The human resource managers contributed to the discrimination in ways such as salaries, task allocation, and promotions. It was evident employees with similar academic qualification receive different amounts of salaries. The female employees in most organization earn a lower level of salary

compared to the male counterparts. Notably, there are no complaints regarding the disparity in the salary between male and female employees. Ideally, it was apparent that most employees that understand the existence of cases of discriminations is less more motivated for the work.

A sex preference causes discriminations in the workplace. Some managers prefer to work with employees of specific sex and color. The preference seems negligible but has negative effects on the employees' performance

Discussions of the findings

The Skepticism of complaints contributes significantly to the discriminations in organizations. In the past, the employees reporting the instances of discrimination did not receive the attentions from the human resource managers. Ideally, the failure to attend to the issues facing the employees is a source of demotivation. The inefficiency in the process for handling complaints provides a breeding ground for discrimination and the negative results in the organizations. Besides, the managers in organization promote discrimination in ways they do not understand. For examples, some of the manager's belief they have the autonomy to choose the kinds of people to work in the organization (Posthuma et al.2012). The preference of the managers in the organization is discriminatory betray the community of location. The color and sex preferences seem less significant to human resources managers yet has a negative implication to the employee performance and motivations.

Negative stereotypes in the organization affect the perception of most employees in the organization. It is evident that most stakeholders hold that women are weak and thus cannot qualify for leadership positions and in jobs that require physical strength. The gender stereotype has affected the participations of women in the organization. Besides, the negative stereotypes have to discrimination in remunerations in the organization (Posthuma et al.2012). Women receive a small figure of salaries than the male counterpart in the same job descriptions. As a result, most women are less motivated and show a relatively lower motivation in the workplace. The quality of work in the sections held by women is low because of the belief of their inabilities.

The leisure time in the most organization provides room for evil talks that provokes discriminations in the organization. It is apparent that most human resource managers do not monitor the leisure time in the organization and thus there is a tendency of the organizational members to engage in issues that break the unity in the organization. As a result, there are divisions in the organization and frequent cases of discriminations. It was clear from the comparative study that discrimination demotivates the employee in the organization (Reavley et al. 2016). The employee recognitions in the workplace increase the levels of motivation and job satisfactions. Organization with positive organizational culture has high levels of creativity and innovations. Besides, the relationship between the employees and the management determines the level of motivation in the organization.

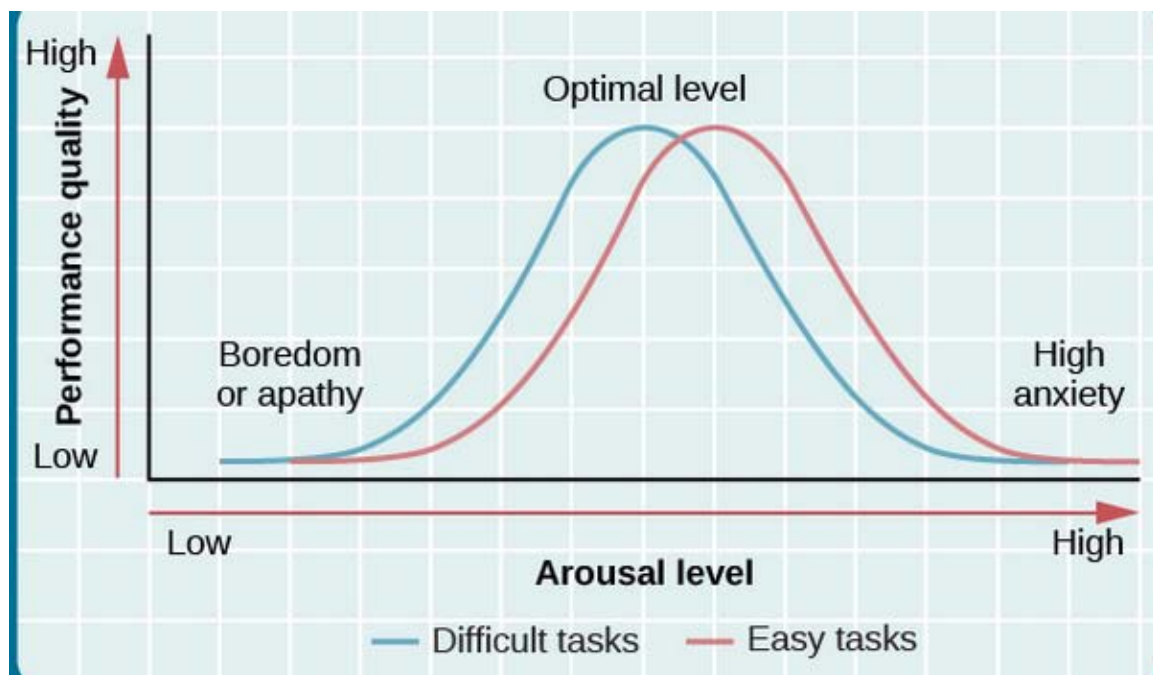
Solutions to discrimination

The level of pieces of training of the employees determines the knowledge of the laws. Ideally, an employee with high levels of education understands the value of diversity and negative implications of discrimination in the workplace (Reavley et al. 2016). However, an employee with low levels of training supports the idea of discrimination because they do not understand the implications of their actions. It is the role of the human resources managers to screen the employee well in the process of recruitment. Scrutinizing the employees helps to employ workers with adequate training and understands the discriminations laws. It is apparent that some of the employees practice discrimination because they do not understand the meaning of discrimination. For this reason, scrutinizing the employees to find out their levels of qualifications is a desirable practice that requires emphasis in the organization.

Organization culture matters in reducing the discriminations in the organization. Ideally, some organization administers severe punishments to the perpetrators of discriminations in the organization's However, in other organizations disregards the negative effects of discrimination within the premises of the organizations (Reavley et al. 2016). For this reason, the levels of discrimination

vary from one organization to another. The discriminatory practices in organizations discourage hard work and creativity in the organization. The employees who are discriminated do not feel part of the organization and are not ambassadors of the organizations.

The research showed that it is possible to stop discriminations in an organization. The strategies to reduce cases of discrimination includes, formulation of policies that cover all the employees equally, scrutinizing the employees well before they are offered jobs and training the employees regarding the essence of diversity in the organizations (Ruggs et al. 2013). There is a need for a supportive organizational culture that views all the employees as equally important. There is a need to shun away from stereotypes that encourage a negative perception of employees of diverse backgrounds. It is important that the organization nurture the employees to accept diversity in the organization. For example, there is a need mix the employees randomly in the workplace to encourage peaceful coexistence. The figure below shows effects of discriminations on the employee's motivations (Ruggs et al. 2013).



(Siteresources.worldbank.org 2012)

Notably, discriminations in workplace encourage boredom and anxiety. It changes the perspectives of the employees and makes them view the simple task as difficult. However, when the arousal levels are equal to the performance quality the employees are motivated and produce at their best. When the anxiety level is very high, the performance quality declines and the employees feel anxious and less productive. The cases are similar when the level of arousal and performance are low (Ruggs et al. 2013). The employees feel bored and relaxed to perform the normal tasks in the organization.

The organization has to balance issues in the organization to enjoy the quality work from the employees. The Maslow hierarchy of needs gives ideas regarding the motivation of the employees. All the employees require motivation to produce quality goods and services. The first portion of the employee motivations is meeting the basic need of the employees (Ruggs et al. 2013). It is evident that employees with good shelters, clothing, and food are motivated and can produce maximally. Employee requires equal treatments from the employee to feel worth and part of the organization. Discriminations promote disparities in the organization. It encourages hatred and disintegrations in the unity that exist in the organization.

Applications of the research findings

The research revealed different causes of discriminations in the workplace. The findings can be helpful to the different organization in introducing fairness in the working environment. For example, the research provides the possible solutions to cases of discrimination in the workplace. The proposed solution could be applicable to solving some of the discriminatory practices in the workplace such disparities in salaries because of gender and age. The research findings act as a stepping-stone for other researchers who wish to do further research on discriminations in the workplace.

Further studies

There is a need for further studies to establish better ways of reducing cases of discriminations in the workplace. A research that presents findings regarding the value of diversity in the workplace is imperative. The policies that cater for the needs of all the employees in the workplace need attentions. There also a need for an extensive research to come up with a frameworks that guide in improving the working environment in organization. It is imperative if the human resource managers understand better ways of introducing fairness irrespective of gender, age, and color in the workplace. For this reason, a comprehensive research on recruitment procedures and things to consider in interviews needed. There is a need to design a curriculum that helps in training the managers to adapt the diversity in the workplace. The spirit of innovation and creativity helps transform the working environment. For this reason, the researchers need to focus on topic such ways of igniting creativity in the workplace, and methods of improving the innovative spirit of the employees.

Conclusion

In the study, it is apparent that discrimination is a vice in the organization. It affects the cohesion and reduces creativity in the organization. Several factors are responsible for the discriminations in the organizations. The negative stereotypes about the people of a particular origin promote discriminations in the workplace. Besides, the poorly trained employees in the workplace do not understand the discrimination laws. It is evident that gender preference in a workplace is discriminations. The management of an organization may prefer to work with employees of a particular sex and origin because of personal perspective. Additionally, the inadequate laws that protect the employees in the organization provide a soft ground for discriminations. Ideally, discrimination exists in different forms. For example, some employees are discriminated because of gender, origin, color, age, and academic qualification. Irrespective of the nature of discriminations, the results of the discriminations are negative to the developments in the organization. A comparative study of different organizations with different levels of discriminations shows that discriminations reduce the levels of motivations. Motivated employees are creative and better problems solvers. However, an organization with high levels of discrimination have bored employees, high levels of anxieties and less productive. It is apparent that employees who feel worth in the workplace are satisfied with their jobs and feel part of the organization.

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