

## Discrimination as a Determinant of Unfair Treatment in the Workplace: Evidence From Nigerian Television Authority (NTA), Enugu.

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### ABSTRACT

The study was on discrimination as a determinant of unfair treatment in the workplace. Specifically, the objectives of the study were to: ascertain the effect of Academic qualification differences on job opportunities in Nigerian Television Authority (NTA), Enugu; examine the effect of religion on efficiency in Nigerian Television Authority (NTA), Enugu; and determine the effect of cultural differences on human relations, in Nigerian Television Authority (NTA), Enugu. The study had a population size of 151, out of which a sample size of 110 was utilized using Freund and Williams's formula at 5% level of confidence. The instrument used for data collection was primarily the questionnaire. The survey method was adopted for the study. Three hypotheses were formulated and chi-square ( $\chi^2$ ) was used for the test. The result showed that there was a positive significant effect of Academic qualification differences on job opportunities in Nigerian Television Authority, (NTA), Enugu ( $\chi^2(n = 106) = 16.27, P < 0.05$ ). There was a positive significant effect of religion on efficiency in Nigerian Television Authority, (NTA), Enugu, ( $\chi^2(n = 106) = 5.98, P < 0.05$ .) and there was a positive significant influence of cultural differences on human relations in Nigerian Television Authority, (NTA), Enugu ( $\chi^2(n = 106) = 5.36, P < 0.05$ ). The study concluded that discrimination affect key areas, such as job opportunities, operational efficiency and human relations which had financial effect on organizations. The study recommended that NTA and similar organizations should develop management interventions to mitigate negative organizational and personal consequences of discrimination in the workplace.

**Key words:** Discrimination, job opportunities and unfair treatment.

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### INTRODUCTION

Discrimination relates to issues like gender, ethnicity, race, age, sexual orientation, and the like, although it has remained relatively tacit regarding religious diversity. Now, in the post-9/11 world, this issue has surfaced as a topic of interest both within and outside of the workplace. Currently, discrimination has surfaced as a new managerial challenge that needs to be addressed. The number of

discrimination grievances has been rising faster than gender or race claims [1]. Equal Employment Opportunity Commission (EEOC, 2011) asserts that in the US, 3,790 discrimination bias complaints were filed in 2010 compared to 2,127 in 2001, with settlements reaching nearly \$10 million. As the workforce is becoming more diversified in terms of culture, ethnicity, and religion, many individual values are

carried over to the workplace. Hence, employees are most likely to discriminate. Discrimination can range from simple comments, for example, about grooming or traditional dress, to termination from work. Discrimination in the workplace focuses mainly on management practices, such as dress codes, and the scheduling of religious holidays or considering them when planning meetings and/or other activities [2]; [3]. [4] informs that it is a common practice for individuals nowadays to express their personal religious views and to seek religious accommodations in the workplace. This could cause some conflicts for managers. Still, these issues merely scratch the surface of deeper issues at hand, such as behavioural outcomes that affect the organizational performance like employee commitment and engagement. A study on discrimination in the workplace definitely will assist in setting the agenda for peaceful coexistence in the workplace and assurance of operational efficiency.

### **Statement of the Problem**

Today it is harder to assess the degree to which everyday experiences and opportunities may be shaped by ongoing forms of discrimination. Consistent evidence of discrimination is seen in access to employment and has led to unfair treatment.

As the workforce is becoming more diversified in terms of culture, ethnicity, and religion, many individual values are carried over to the workplace. Hence, employees are most likely to discriminate. Discrimination can range from simple comments, for example, about grooming or traditional dress, to termination from work.

The problem of discrimination remains an important factor in shaping contemporary patterns of social and economic life. Many factors result in discrimination, including academic qualification, religion, cultural differences, lack of knowledge, ageist attitudes, and myths and stereo-types about older workers,. Therefore, the study set to examine discrimination as a determinant of unfair treatment in organizations with particular reference to

the Nigerian Television Authority (NTA), Enugu national station.

### **Research Objectives**

The general objective of the study was to examine discrimination as a determinant of unfair treatment in organizations with particular reference to the Nigerian Television Authority (NTA), Enugu National Station. The specific objectives of the study were to:

1. Ascertain the effect of academic qualification differences on job opportunities in Nigerian Television Authority (NTA), Enugu.
2. Examine the effect of religion on efficiency in Nigerian Television Authority, Enugu.
3. Determine the influence of cultural differences on human relations

### **Research Questions**

The following questions were asked answered in the study:

1. What is the effect of academic qualification differences on job opportunities in Nigerian Television Authority, Enugu?
2. What is the effect of religion on efficiency in Nigerian Television Authority, Enugu?
3. What is the influence of cultural differences on human relationsin Nigerian Television Authority, Enugu?

### **Research Hypotheses**

The following hypotheses were formulated for the study:

1. There is positive significant effect of Academic qualification differences on job opportunities in Nigerian Television Authority, Enugu.
2. There is positive significant effect of religion on efficiency in Nigerian Television Authority, Enugu.
3. There is positive significant influence of cultural differences on human relationsin Nigerian Television Authority, Enugu.

### **Significance of the study**

It is very significant to the existing body of knowledge; the study also presents sufficient challenges for academics and practitioners to increase their research interest. Media organizations, government and policy makers would also benefit from the study in that they learn how to apply the best and most effective and adequate industrial relation strategies to mitigate, manage and resolve whatever kind of crises that may likely occur as a result of discrimination.

### **Review of Related Literature**

Discrimination means treating people differently because of who they are or because they possess certain characteristics. If you have been treated differently from other people only because of who you are or because you possess certain characteristics, you may have been discriminated against. In human social affairs, discrimination is treatment or consideration of, or making a distinction in favour of or against, a person or thing based on the group, class, or category to which that person or thing is perceived to belong to rather than on individual merit. This includes treatment of an individual or group, based on their actual or perceived membership in a certain group or social category, "in a way that is worse than the way people are usually treated" [3]. It involves the group's initial reaction or interaction going on to influence the individual's actual behaviour toward the group leader or the group, restricting members of one group from opportunities or privileges that are available to another group, leading to the exclusion of the individual or entities based on logical or irrational decision making [4].

Discriminatory traditions, policies, ideas, practices, and laws exist in many countries and institutions in every part of the world, even in ones where discrimination is generally looked down upon. In some places, controversial attempts such as quotas have been used to benefit those believed to be current or past victims of discrimination—but have sometimes been called reverse discrimination. In the USA, a government policy known as affirmative action was instituted to encourage employers and universities to seek out and

accept groups such as African Americans and women, who have been subject to discrimination for a long time.

### **Concept of Unfair Treatment**

Unfair treatment means to treat someone extremely badly, or to refuse them equal rights, especially because of their race, religion, or political beliefs marked by injustice, partiality, or deception, Unfair treatment by an employer is defined as any negative action or reprimand issued based on race, religion, sex, national origin, age, genetics or disability, according to the U.S. Equal Employment Opportunity Commission. Denial of a reasonable workplace accommodation due to disability or religion is also defined as unfair treatment.

Harassment by co-workers, managers or customers based on disability, age, race, religion, sex or origin is a form of unfair treatment in the workplace, as is retaliation because an employee complained about discrimination on the job, according to the U.S. Equal Employment Opportunity Commission. Unfair treatment by an employer can also include any interference with the employee's right to join, assist or organize a union or engage in collective bargaining, according to the Nolo Law Center. Discrimination directly related to an employee's membership in a labor organization or an employee who chooses to strike is also deemed an unfair labor practice.

Unfair treatment by an employer may also relate directly to compensation, according to the Workplace Fairness Organization. For example, by law, employers are required to adhere to minimum wage requirements and overtime pay for employees, and many are required to provide for medical leave, employee compensation for job-related injuries and unemployment insurance benefits. When an employer is not in compliance with these laws, employees can report the actions to state and local labor agencies.

An organization is a group of people who work together, like a neighborhood association, a charity, a union, or a

corporation. Organization is also the act of forming or establishing something (like an organization). It can also refer to a system of arrangement or order, or a structure for classifying things. An organization or organisation is an entity comprising multiple people, such as an institution or an association that has a collective goal and is linked to an external environment.

### **Three (3) cases of Conflicts among staff members as a result of discrimination**

The following are the cases of conflict that have been witnessed in my organizations: Discrimination Issues, Performance-Review Conflicts, Conflicts with Customers

#### **Discrimination Issues**

Discrimination can be a source of heated conflict, potentially ending in legal trouble for a company or its owners. Discriminatory conflicts arose from personal prejudices on the part of employees or perceptions of mistreatment of employees. As an example of a discrimination-related conflict, a minority employee in a team setting who felt that he was consistently assigned the most menial work tasks in the group. This employee began to harbor resentment against team members and managers, eventually lashing out through decreased productivity or outright verbal conflict. To resolve this issue, a manager should sit down with the whole team and discuss the way in which job tasks are assigned, making changes as necessary to ensure that tasks are divided equitably.

#### **Performance-Review Conflicts**

No employee likes to receive a negative performance review, but giving negative feedback in a review can be unavoidable based on the employee's own actions during the review period. Employees become angry over not receiving expected pay raises, promotions or other performance-related incentives, and may lash out by spreading discontent through gossip and a negative attitude at work. Employees argue directly with supervisors during performance reviews, creating sensitive situations that require tactful communication. To resolve a conflict

arising from a negative performance review, they should work directly with the employee to create a solid, time-bound plan of action to improve her performance, and tie the completion of these goals to guaranteed incentives. Also, allow employees a voice when setting goals to increase their dedication to achieving the goals.

#### **Conflicts with Customers**

Sales and customer service employees can experience conflict with customers on a fairly regular basis. A common conflict experienced by salespeople is a unsatisfied customer who feels personally defrauded by an individual salesperson. The best first step to solve these conflicts is to involve a manager who has the right to offer refunds, discounts or other conciliatory gestures to the customer unless you are in a situation where employees are empowered to make these kinds of decisions.

#### **The implications of conflicts to organizational performance**

Conflicts have both positive and negative effects to the organization. This reflects that if conflicts are not resolved properly, they might affect the organization adversely in terms of poor performance, lack of cooperation, wasting of resources and productivity. Conflict might escalate and lead to non-productive results, or conflict can be beneficially resolved and lead to quality final products. To this effect, [5] in their work on the critical role of conflict resolution in teams, gave some of the positive effects of conflict to include: diffusion of more serious conflicts, stimulation of a search for new facts or resolutions, increase in group cohesion and performance and assessment of power or ability. Some of the negative effects of conflict include: impediments to smooth working, diminishing output, obstructions in the decision making process and formulation of competing affiliations within the organization.

#### **Theoretical Framework of the Study**

The following theories guided the study

1. Similarity/Attraction theory
2. Value in Diversity Theory

### **Social Identification and Categorization Theory**

Social identification begins with the assumption that each individual wishes to maximize his or her self-esteem. In order to ensure high self-esteem, individuals engage in a series of social comparisons with others. These self-comparisons involve individuals placing themselves, and others, into a series of categories along organizational, religious, gender, ethnic, and socioeconomic lines, among others. This process leads each individual to establish his or her social identity, with that identity defined as one's membership in a given group of different categories. Given the initial assumption - that an individual does all of this in order to maintain a high level of self-esteem - it follows that individuals will deem the categories in which they belong as "good" (often called the in-group) and the categories in which others belong as "bad" (the out-group). Empirical research has shown that individuals often (falsely) attribute negative characteristics to out-group members as part of this process, believing the out-group to be comprised of individuals who are less trustworthy, honest, cooperative, or intelligent [5].

The process of categorization often involves physical traits such as gender, ethnicity, and age [6]. Given that membership in the out-group is seen as a deficiency, this classification often results in individuals assuming those from different ethnic backgrounds are either inherently "worse" than they are, or at the very least, untrustworthy [3]. Social identification and categorization theory, then, assumes that individuals quickly stereotype and make judgments about those from other groups. In a diverse work team or organization, there are many more out groups than in groups, a pattern which is expected to cause heightened problems with trust, communication, and cooperation. As a result, work processes will be made much more difficult, thus

causing the final product, idea, or solution to be weaker.

### **Similarity/Attraction Theory**

The similarity/attraction stream of research is predicated on the notion that similarity in attributes, particularly demographic variables, increases interpersonal attraction and liking [3]. Individuals with similar backgrounds may find that they have more in common with each other than with others from different backgrounds, making it more comfortable for them to work together and collaborate toward producing a product or solving a problem. Similarity allows one to have his or her values and ideas reinforced, whereas dissimilarity causes one to question his or her values and ideas, a process that is likely to be unsettling. Research has shown that in a situation where an individual has the opportunity to interact with one of a number of different people, he or she is most likely to select a person who is similar [8].

That one is likely to be most attracted to those with similar attributes yields clear predictions for the relationship between organizational diversity and work-related outcomes. Early research using the similarity/attraction concept found that dissimilarity led to a lack of "attraction" to others that manifested itself through decreased communication, message distortion, and communication error [9] [10]. As with social identification and categorization theory, similarity/attraction research would predict that high levels of diversity in an organization or in a work group are likely to lead to faulty work processes. These faulty work processes will, in turn, lead to weaker performance.

### **The effect of Academic Qualification Differences on Job Opportunities**

[10] carried out a research on the effect of educational qualification on job performance: the case of Social Security Commission in Namibia (SSC). The extent to which organisations perform or achieve set objectives is a function of competencies of staff. As such employers hire and place people in various positions based on educational qualifications required by the job and expect good

performance. However, this has not been the case, raising concerns over the ability of employees with educational qualifications to perform on the job. The problem in this case is that if employees with educational qualifications contribute only marginally more to job performance than less educated workers do, then higher costs of staffing with highly educated workers are unlikely to be recouped. This situation creates uncertainty on whether organizations such as Social Security Commission should continue to subsidize current employees to acquire bachelors or advanced degrees hence the need to rigorously assess the short-term returns (e.g., improved performance) and long-term returns (e.g., heightened occupational commitment) on those investments. The main objective of the study is to identify and examine the relationship between job performances of employees against academic qualifications in order to provide recommendations to the management on how best educational qualifications can contribute to improved job performance.

The study adopted a mixed approach of quantitative and qualitative methods mainly descriptive statistics (i.e. frequencies) to determine the extent to which employee's performance reflects the educational qualifications attained. The aim is to ensure that there is synergy between educational qualifications and competencies of employees to ultimately improve job performance. Overall, the findings of the study confirmed that educational qualifications have a significant bearing on job performance. The higher the education level the more are the effects of education and skill on job performance. As such people's ability to understand and use advanced technology is determined by the level of their education. The educated workers tend to be more responsive in receiving instructions and doing new tasks and easily adopt new technology which increases their ability to innovate and improve job performance. However the main factors considered to limit the positive effect of educational qualifications on job performance at the workplace include the quality of the work environment, organisational structure and processes, the assignment of employees in posts which did not match their qualifications and the lack of incentive

systems. The findings have important policy implications in that they suggest the need for measures that can enhance the positive effect of educational qualifications on job performance.

### **The Effect of Religion on Efficiency**

[11] carried out a study on Religious Diversity at Work: The Perceptual Effects of Religious Discrimination on Employee Engagement and Commitment. As the workforce is becoming more diversified in terms of culture, ethnicity, and religion, many individual values are carried over to the workplace. Now, in the post-9/11 world, employees working in religiously diverse organizations might be prone to increased interpersonal conflicts and misunderstandings because of their religious affiliation. Yet, exploring the effects of religious diversity in organizations is still in its embryonic stages. This study investigated the perceptual effects of perceived religious discrimination on employee work-related behaviors, mainly commitment and engagement. The study surveyed 548 employees working in religiously diverse organizations. The findings suggested that when workers perceive religious discrimination in their organization, their commitment and engagement are affected. It is recommended that managers in general and specifically human resource managers devise strategies and develop management interventions to mitigate the negative organizational and personal consequences of religious discrimination in the workplace.

[12] examined the influence of religious programmes on NTA Enugu in regulating the moral conducts of Nigeria student, a study of Caritas University students. This was an investigative study in which 280 questionnaires were distributed and 240 were returned. A survey research method was adopted to take care of the diverse nature and student's composition of the four faculties of the University. Analysis of data showed that religious television programmes can regulate the moral conducts of students in our society. However, problems militating against the full watching of religious programmes in

our society include the fact that most programmes that are given priority on TV screen are violent programmes where evil things that can destroy the society are

carried out such like rape, kidnap, how to bomb, etc. are projected.

### **Influence of Cultural Differences Human Relations**

[13] examined the impact of cultural differences on human resources policies of multinational companies, from her study, the ongoing rapid globalization of markets and consumption activities has become critical that managers “develop understanding of decision making, intercultural negotiation and cross cultural communication” lest there be conflict when the company operates internationally [12]. When multinational corporations enter foreign and unfamiliar operating environments, with often very different practices than the company’s host country, there is an inevitable conflict with culture, corporate social responsibility, and operating practices of local employees. Often managers are able to mitigate these differences and subsequent conflicting behaviors with enhanced understanding and intercultural communication skills. Aspects such as the changing global market and company structure are large contributors to the cultural clashes when companies internationalize.

Within this context, the role of culture and cultural difference acquires significance and value to the organization. Efficiency and competitiveness are at the forefront of the ideals structuring relations among employees in the modern corporate workplace. When problems or tasks need addressing, especially in a multicultural workplace, issues of communication and transmission of ideas becomes the primary conflict [7]. Such a breakdown in the communication process is a threat to a MNC’s competitiveness. Cultural differences the manner of communication, the power structure of that particular

culture, and the view of teams in the workplace can easily hinder team efforts to complete jobs and solve important problems. Substantial cultural research expresses the view that “problems or clashes are only to be expected when distinct cultures come into contact with each other,” which is why this particular conflict needs to be addressed by Multinational Corporations. Thus, international management practice has become highly influential in this space. Work by [4] researched about these cultural differences and helped to influence the current practice of international management. Examples of the application of Hofstede’s work in particular will be detailed in the analysis of three major multinational companies.

### **Summary of the Literature Review**

Discriminatory traditions, policies, ideas, practices, and laws exist in many organizations, In some places, controversial attempts such as quotas have been used to benefit those believed to be current or past victims of discrimination but have sometimes been called reverse discrimination. This has led to unfair treatment and refusal of equal rights, especially because of their race, religion, or political beliefs etc. The study of discrimination is important as our individuality is; nearly everything that people value in life can be achieved only through groups. For success, people learn how to make group processes more effective. Knowledge of group dynamics, including understanding conflict management and management of discrimination will go a long way to preventing negativity and enhance organizational performance.

### **METHODOLOGY**

The study was carried out using the survey approach. The main instrument for data collection was structured questionnaire. A total of 151 (one hundred and fifty one) copies of questionnaire were distributed.

The area of study was Nigeria Television Authority (NTA), Enugu. Two sources of data were utilized in the study. They included primary and secondary sources. The primary sources were personal

interview and the administration of questionnaire to the staff. Out of a population of 151 staff, 110 staff members were sampled. The sample size of 110 was chosen after using Freud and [13] formula for the determination of enough sample size. The Pearsonian coefficient was

adopted in measuring the reliability of the instrument. The reliability coefficient was 0.87 which was good. The validity of the instrument was tested using content analysis and the result was good. The hypotheses were tested using chi-square ( $\chi^2$ ) test statistic.

**DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

**Table 1: Distribution and Return of the Questionnaire**

	No. Distributed	No. Returned & Valid	Percentage of returned & valid copies	No. not Returned	% not returned
Management	17	16	15	1	1
Senior Staff	58	56	51	5	2
Junior Staff	34	34	31	-	-
<b>Total</b>	<b>110</b>	<b>106</b>	<b>97</b>	<b>6</b>	<b>3</b>

**Source: Field Survey 2016**

Table 1 shows that 106 questionnaires representing 97 percent of the questionnaire were returned, while 6 representing 3 percent were not returned.

**Table 2: Response on the whether academic qualification differences affect job opportunities**

	Mgt	Senior	Junior	Frequency	Percentage
S. Agree	10	12	8	30	28
Agree	3	35	19	57	54
Neutral	1	1	2	4	4
Disagree	1	2	1	4	4
S.disagree	1	5	4	10	10
<b>Total</b>	<b>16</b>	<b>56</b>	<b>34</b>	<b>106</b>	<b>100</b>

**Source: Field Survey 2016**

From the Table above, thirty (30) respondents representing 28 percent

strongly agree, 57 respondents representing 54 percent agree, 4

respondents representing 4 percent were neutral, 4 representing 4 percent disagree, while 10 respondents representing 10

percent strongly disagree that there are academic qualification differences affect job opportunities

**Table 3: Response on whether the religious differences affect efficiency in the Nigerian Television Authority.**

	Mgt	Senior	Junior	Frequency	Percentage
<b>S. Agree</b>	3	16	14	33	31
<b>Agree</b>	9	22	14	45	42
<b>Neutral</b>	2	7	2	11	10
<b>Disagree</b>	1	5	2	8	8
<b>S.Disagree</b>	1	6	2	9	9
<b>Total</b>	<b>16</b>	<b>56</b>	<b>34</b>	<b>106</b>	<b>100</b>

Source:Field Survey 2016

From table 3 above, 33 respondents representing 31 percent strongly agree, 45 respondents representing 42 percent agree, 11 respondents representing 10 percent were neutral, 8 respondents representing 8

percent disagree while 9 respondents representing 9 percent strongly disagree. These responses imply that religious differences affect efficiency in NTA.

**Table 4: Response on whether cultural differences influence human relations in Nigeria television Authority**

	Mgt	Senior	Junior	Frequency	Percentage
<b>S. Agree</b>	5	12	9	26	25
<b>Agree</b>	5	32	20	57	54
<b>Neutral</b>	1	5	1	7	7
<b>Disagree</b>	3	3	2	8	7
<b>S. Disagree</b>	2	4	2	8	7
<b>Total</b>	<b>16</b>	<b>56</b>	<b>34</b>	<b>106</b>	<b>100</b>

Source: Field Survey 2016

From Table 4, 26 respondents out of 106 representing 25 percent strongly agree, 57 respondents representing 54 percent agree that cultural differences influence human relation in NTA. 7 respondents

representing 7 percent were neutral, 8 respondents representing 7 percent disagree and strongly disagreed respectively. It shows that cultural

differences influence human relation in NTA.

**Hypothesis One:** There is positive significant effect of Academic qualification differences on job opportunities in NTA

**Test of Hypotheses**

This study has three (3) hypotheses which were tested with Chi-square  $\chi^2$ . The computed hypotheses were presented as follows:

**Table 5: Contingency Table**

Variables	F	Percentage %	Calculated value $\chi^2_c$	Tab value
Strongly Agree (SA)	30	28	16.27	1.96
Agree (A)	57	54		
Neutral	4	4		
Disagreed (D)	4	4		
S. Disagreed (SD)	10	10		
<b>Total</b>	<b>106</b>	<b>100</b>	<b>16.27</b>	<b>1.96</b>

Source: Field Study 2016

From analysis of the data on hypothesis one, 28% of the responses strongly agreed, 54% agreed, 4% undecided, 4% disagreed, while 10% strongly disagreed. The calculated chi-square  $\chi^2_c = 16.27$  is greater than the tabulated value  $\chi^2_t$  of 1.96. Conclusively, it can be stated that there is positive significant effect of academic

qualification differences on job opportunities in NTA.

**Hypothesis Two**

There is positive significant effect of religion on efficiency in NTA

**Table 6: Contingency Table**

Variables	F	Percentage %	Calculated value $\chi^2_c$	Tab value
Strongly Agree	33	31	5.98	1.96
Agree	45	42		
Neutral	11	10		
Disagreed	8	8		

S.Disagreed	9	9		
<b>Total</b>	<b>106</b>	<b>100</b>	<b>5.98</b>	<b>1.96</b>

Source: Field Study 2016

The analysis of the data on hypothesis two revealed that 31% of the responses strongly agreed, 42% agreed, 10% undecided, 8% disagreed, while 9% strongly disagreed. The calculated chi-square  $\chi^2 = 5.98$  is greater than the tabulated value  $\chi^2_t$  of 1.96. Conclusively, it can be stated that there is

positive significant effect of religions on efficiency in NTA.

**Hypothesis Three**

There is positive significant influence of cultural differences on human relations.

**Table 7: Contingency Table**

Variables	F	Percentage %	Calculated value $\chi^2_c$	Tab value
S. Agree (SA)	26	25	5.36	1.96
Agree (A)	57	54		
Neutral	7	7		
Disagreed (D)	8	7		
Strongly Disagreed (SD)	8	7		
<b>Total</b>	<b>106</b>	<b>100</b>	<b>5.36</b>	<b>1.96</b>

Source: Field Study 2016

The analysis of the data on hypothesis three revealed that 25% of the responses strongly agreed, 54% agreed, 7% undecided, 7% disagreed, while 7% strongly disagreed. The calculated chi-square  $\chi^2 = 5.36$  is

greater than the tabulated value  $\chi^2_t$  of 1.96. Conclusively, it can be stated that there is positive significant influence of cultural differences in human relations.

**DISCUSSION OF FINDINGS**

In line with the studies of [5], there is challenge to meet the expectation of the highly educated with shrinking opportunities for promotion because of the downsizing and flattening of organizations and on the other hand, there is the challenge of bringing the employees up-to speed in knowledge-based organizations. As technology increases, the skills required to remain competitive in the quality-

conscious, global economy continue to rise.

This is supported by the study of [7] trust falls as the organizations grow more different in terms of their languages, religions, genes, body types, geographic distance, and incomes, and if they have a more extensive history of wars.

The following findings were made:

1. It was found that there is positive significant effect of academic qualification differences on job opportunities in NTA, hence,  $\chi^2$  (n = 106) = 16.27, p < 0.05.
2. It was found that there is positive significant effect of religion on efficiency

in NTA  $\chi^2$ (n = 106) = 5.98, p < 0.05. Employees in the organization were prone to increased interpersonal conflicts and misunderstandings, as a result of religion which increased prejudice among co-workers.

3. It was also found that there was a positive significant influence of cultural differences in human relations. Hence,  $\chi^2$  (n = 106) = 5.36, p < 0.05.

## CONCLUSION

Discrimination has an adverse effect on the staff (Operative and Management) and organization in general. Resolving it is a collective responsibility of all stakeholders so that the organization operates smoothly to increase the organizational performance effectively, efficiently, have competitive edge as well as the profitability. Whether discrimination is overt or covert, what

matters is how employees perceive discrimination. [6], asserts that discrimination, as perceived by employees, can affect key areas, such as recruitment, organizational culture, compensation, employee relations, and legislative decisions, and ultimately, it can have a financial effect on organizations.

## RECOMMENDATIONS

Based on the findings, it was recommended that top management develops anti-discrimination policies and clearly communicates these policies to all organizational members as a part of their corporate values.

Mentoring, coaching, and diversity training can enhance employee awareness of these negative consequences; these can help change general perception and behaviour, and can encourage positive diversity climate.

Second, managers in general and specifically human resource managers take proactive stance to avoid costly behavioural outcomes. They need to devise strategies, and develop management interventions to mitigate negative organizational and personal consequences of discrimination in the workplace.

Human resource practitioners should adopt proactive measures that foster a just and inclusive culture of equality among workers as a key element of employee satisfaction. This will engender cooperation and improvement in productivity.

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