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Workplace Discrimination and Organisational Outcome: A Case Study of General Hospital, Isolo, Lagos

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ABSTRACT

This study examined the effect of workplace discrimination on organizational outcomes at General Hospital, Isolo, Lagos, with particular focus on employee productivity and employee job performance. The study was motivated by the growing concern over discriminatory practices in workplaces and their implications for employee effectiveness and organizational success. Specifically, the study sought to determine the effect of workplace discrimination on employee productivity and examine its relationship with employee job performance. Two research hypotheses were formulated and tested. The study adopted a descriptive survey research design. The population comprised employees of General Hospital, Isolo, Lagos, from which a sample of 102 respondents was selected using the Taro Yamane sample size determination formula. Data were collected through a structured questionnaire based on a five-point Likert scale. The instrument was validated through expert review, while its reliability was established using Cronbach's Alpha with a threshold of 0.70. Data analysis was carried out using the Statistical Package for Social Sciences (SPSS). Analysis of Variance (ANOVA) was used to test the first hypothesis, while Pearson Product Moment Correlation was employed to test the second hypothesis. The findings revealed that gender discrimination has a significant effect on employee productivity ($F = 829.764$, $p < 0.05$). The study also found a strong negative and significant relationship between ethnic discrimination and employee job performance ($r = -0.676$, $p < 0.01$). These findings indicate that discriminatory workplace practices adversely affect employees' productivity and performance. The study concluded that workplace discrimination is detrimental to organizational outcomes and employee effectiveness. It therefore recommended the implementation of anti-discrimination policies, merit-based human resource practices, effective grievance procedures, and inclusive workplace policies to enhance employee productivity and job performance.

Keywords: Employee job performance, Employee productivity, Ethnic discrimination, Gender discrimination, Organizational outcomes, Workplace discrimination.

1. Introduction

The issue of workplace discrimination in modern times has become a major concern in modern organizations in Nigeria because of its ramifications on employees' welfare and effectiveness of the organization. The work environment should be inclusive of all employees, irrespective of their gender, ethnicity, religion, age, disability and social background (Ogunyomi & Bruning 2023). But in many organizations, discrimination against women persists in the recruitment, promotion, remuneration, training and assessment of their performance. These practices can foster an unequal work environment that negatively impact employee morale, commitment, and productivity. Fajana (2022) has established that discrimination in the workplace continues to be a problem in Nigeria due to cultural stereotyping, ethnic affiliation, favoritism and gender bias which affects the decision making process in the organizations.

The Nigerian business landscape is becoming highly competitive and they rely on competent and motivated employees to achieve their objectives and sustain their growth. But when employees feel that they are being treated unfairly, they will likely become unhappy, frustrated and less committed to the organizations. This can have a negative impact on organizational results including productivity, employee retention, customer satisfaction and performance. Amah and Abiauzu (2021) pointed out that employee treatment is a key ingredient in improving the effectiveness of an organization's workforce and its goals. So it is critical that discriminatory practices be eliminated as part of providing a positive work culture that brings out the best in employees.

There is a high degree of diversity among the Nigerian workforce with reference to ethnicity, religion, language, gender, educational attainment and others. This diversity may be a catalyst for innovation and creativity but may also provide opportunities for discrimination if policies and practices in

the organization do not foster inclusiveness. There can be differences in opportunities for promotion, promotion assessment, and access to organizational events, etc. based on individual employee characteristics in many organizations. Ogunyomi and Bruning (2023) asserted that workplace fairness and inclusiveness are factors that have a significant impact on employee attitudes and performance outcomes of the organization.

The overall outcome of an organisation due to the effective utilisation of its resources, especially human resources, is termed as organisational outcome. These are usually determined by the indicators like employee productivity, job performance, organizational commitment, innovation, profitability and employee retention. Organizations that have positive outcomes are more likely to be perceived by the employees as being fair, respectful, and treating them equally. On the other hand, discrimination can decrease employee motivation and hinder organizational effectiveness. When organizations neglect to address discriminatory practices, the result is often decreased productivity, high employee turnover rates, and decreased employee commitment (Ezeani, 2021).

Additionally, with the focus on workplace diversity, equity and inclusion in Nigeria, there has been a greater need to understand the implications of discrimination on the organizational outcomes. Companies that practice fairness and equal opportunity will be more successful in recruiting and retaining skilled workers, increase innovation, and boost performance. Thus, a study of workplace discrimination and its impact on organizational outcomes is important in designing/prescribing policies and strategies towards organization success and sustainability in Nigeria.

1.1 Statement of the Problem

While there is a growing focus on equality, diversity and inclusion in contemporary workplaces, workplace discrimination is a common problem in many Nigerian organizations. Unfair treatment is still taking place among employees with respect to gender, ethnicity, religion, age, disability, and socio-cultural background in such areas as recruitment and promotion, compensation, training, and performance appraisals. The discriminatory practices go against the principles of meritocracy and fairness which are essential for effective human resource management. Fajana (2022) posited that discrimination in the workplace in Nigeria by cultural bias, nepotism and ethnic considerations, undermines the organizational systems and diminishes the fairness of employment.

The continued existence of workplace discrimination has raised significant issues of effectiveness and employee health in the organization. Low morale, low commitment, job dissatisfaction and psychological stress are common symptoms of employees who sense discrimination. The adverse impacts can include absenteeism, poor performance, and higher intentions to leave, impacting the entire organization's productivity and sustainability. The findings of Amah and Ahiauzu (2021) revealed that unfair workplace practices adversely affect employee motivation which is a major challenge to reaching organizational goals in Nigeria.

In addition, Nigeria has significant institutional weaknesses, monitoring systems, and leaders' commitment to fairness that make it difficult for many organizations to effectively implement and enforce the anti-discrimination policies. Such policies, if in place, are not consistently implemented and discriminatory acts continue. This discrepancy between policy and practice makes it difficult to assess the impact of this on productivity, employee commitment, innovation and customer satisfaction in the organization.

Beyond that, the degree of connection between workplace discrimination and organizational outcomes in Nigerian organizations is still scarce and inconclusive. The literature on human resource practices and performance has looked at the relationship between HR practices and performance, whereas the effect of various dimensions of discrimination on organizational outcomes in the Nigerian context has received less attention. This leaves a research gap to be filled, which this study aims to do.

Thus, the problem of this study is that although policies that promote equal employment opportunities are in existence, workplace discrimination still exists in Nigerian organizations and it is negatively affecting organizational outcomes like employee productivity, job performance, commitment and overall effectiveness of organizations.

1.2 Research Objectives

The main objective of this study is to examine workplace discrimination and organizational outcomes at General Hospital, Isolo, Lagos. The specific objectives of the study are to:

- i. examine the effect of gender discrimination on employee productivity at General Hospital, Isolo, Lagos.
- ii. investigate the relationship between ethnic discrimination and employee job performance at General Hospital, Isolo, Lagos.

1.3 Research Questions

This study is guided by the following research questions:

- i. What is the effect of gender discrimination on employee productivity at General Hospital, Isolo, Lagos?

- ii. What is the relationship between ethnic discrimination and employee job performance at General Hospital, Isolo, Lagos?

1.4 Research Hypotheses

The following null hypotheses (H_0) were tested in the study:

H_{01} : Gender discrimination has no significant effect on employee productivity at General Hospital, Isolo, Lagos.

H_{02} : There is no significant relationship between ethnic discrimination and employee job performance at General Hospital, Isolo, Lagos.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Concept of Workplace Discrimination

Workplace discrimination is the unfair or unequal treatment of workers or job applicants because of gender, age, ethnicity, religion, disability, marital status, nationality or other personal characteristics not related to their work performance. It is when a person is denied an opportunity, a reward, a promotion, a training, or has not been treated fairly due to prejudice or bias, but not merit and competence. Discrimination in the workplace can be in the form of recruitment bias, unequal pay, harassment, exclusion from decision making, and inequitable performance evaluations. This is an anti-equality and anti-diversity and anti-fairness organisational practice and can have a negative impact on employees' morale and organisation effectiveness (Armstrong & Taylor, 2023).

Greenberg (2022) said that the resulting workplace discrimination causes the employees to feel undervalued and marginalized in the workplace. This can lead to decreased commitment, diminished job satisfaction and more conflicts in the workplace. Today, discrimination is acknowledged as a large HR problem that hampers the efforts of organizations to create inclusive work environments that are good for talent. In today's organizations, discrimination is becoming an important human resource issue that threatens to undermine the organizations' recruitment and retention of talented employees. Without tackling discriminatory practices, organizations can face legal risks, reputational damage, and a decrease in competitiveness.

Although the Constitution of Nigeria and the labour law encourages equal opportunity in employment, workplace discrimination is still a concern in Nigeria. Gender, ethnicity, religion, age, disability and other factors have all been reported forms of discrimination in both the public and private sector organizations. Amah and Ahiauzu (2021) state that discriminatory practices in the workplace have a negative impact on employee productivity and organizational effectiveness by breaking barriers between employees and limiting employees' ability to contribute to organizational goals.

2.1.2 Indicators of Workplace Discrimination

Gender Discrimination: Gender discrimination means treating an employee or employee group differently or less favourably than others or a different employee group because of their sex. It can happen at work when someone has a certain job but others don't, or when someone is paid less for the same work, or when they are trained less or are not promoted. Gender discrimination can also be manifested as gender stereotypes, exclusion from influential organisational networks and the assumption that a certain gender is better suited to certain jobs. Gender discrimination continues to be a critical concern in the work place in Nigeria even when the employees have equal qualifications, skills and work experiences. In her research on the selected federal Universities in the South-East Nigeria, Nwaoma (2023) noted that the employees of these universities had the perception that gender, ethnic group/state of origin and other diversity attributes were sources of workplace discrimination. Similarly, Banumathi and Vennila (2024) show that gender discrimination impacts employee performance, especially when there is an imbalance in the treatment of the female employees in the workplace.

It is important to recognise that gender discrimination can have substantial effects on organisational outcomes as employees may identify as being treated unfairly and feel less motivated, satisfied, committed and willing to be involved in the organisation's goals. If employees think that promotion, recognition, rewards and career development are based on gender, not on competence and performance, they will cut back on their discretionary effort and level of engagement. This correlation is supported by the recent evidence of Nigeria. It was observed in a 2024 study on gender discrimination in public hospitals in Abia state that gender discriminations had a negative impact on the organization's performance, among others operational efficiency, organizational reputation and satisfaction of consumers. This indicates that gender discrimination should not be seen as just an employee relations problem, but also as a problem of organisational performance. Organisations which set forth clear promotion criteria and equal career development opportunities and reward procedures can lessen gender-based gaps and maximize effective utilization of human resources.

Ethnic Discrimination: Ethnic discrimination is when individuals are treated differently or unfavourably as a result of their ethnic, tribal, regional or cultural identity. In organisations it can manifest itself in recruitment and selection, promotion, salary, training, job allocation, leadership positions and membership to organisational opportunities. Ethnic discrimination can also be manifested as ethnic favouritism, stereotyping, exclusion from informal networks and preference for people from specific ethnic or regional groups. This is of great concern to Nigeria especially as the workforce consists of workers from different ethnic and cultural backgrounds. Nwaoma (2023) reported that workers in selected Nigerian federal universities experienced discrimination based on ethnic groups or State of origin, in addition to the discrimination on grounds of gender or other diversity factors. In recent

times, Umeh et al (2024) looked at the study of ethnic inequality in the Nigerian banking environment and how ethnicised identities and social status can impact work experiences of inequality.

Ethnic discrimination may affect the effectiveness of the organisation by affecting the sense of fairness, trust and belonging among employees. If employees feel that recruitment and promotion (or access to organisational resources) is based on their ethnic identity, not on their competences, this can lead to reduced commitment to organisational objectives and motivation to work harder. It can also promote intra-organizational divisions and hinder inter-ethnic working together. According to Daudu and Osadolor (2024), discrimination, which is manifested by ethnicity and gender is still a problem in the Nigerian workplace and can adversely impact productivity. Arubayi (2023), in his study of workplace hostility of minorities in selected security agencies in Nigeria, also included ethnic discrimination as a dimension of workplace hostility with adverse effect on employee's job performance, in addition to gender and religious discriminations. Thus, the implementation of diversity management, merit-based HR practices and the fair treatment are critical in reducing ethnic discrimination and in fostering effective working environment.

2.1.3 Concept of Organisational Outcome

Organisational outcome is about what a result or consequence of some organisational activities, policies and practices is, and shows the extent to which organisational goals have been met. The outcomes can be demonstrated through employee productivity, profitability, innovation, customer satisfaction, employee retention, employee commitment to the organizations and overall organizational performance. Organizational outcomes are used as an effective measure of the working of organization's human and material resources to meet its strategic objectives (Robbins & Judge, 2023).

Several factors such as leadership style, workplace culture, employee motivation, human resource practices and workplace relationships are among the factors that shape organizational outcomes. Positive organizational outcomes are outcomes that result from having motivated employees, engaged employees, and equal opportunities to perform effectively. On the other hand, negative organizational outcomes manifest when employees are not encouraged to participate in the organization, morale is low or there is a sense of injustice or unfairness (Daft, 2022). When the employees feel that policies and practices are fair, they are more likely to exhibit greater commitment, creativity and productivity. Workplace discrimination is therefore considered a key determinant that can have a negative impact on an organization's performance, by affecting employee engagement and intentions to leave the organization (Noe et al., 2023).

2.1.4 Indicators of Organisational Outcome

Employee Productivity

Productivity of employees is the efficiency and effectiveness of employees' use of their time, skills, knowledge and other organisational resources to create valuable work output. This may be measured in terms of the volume and quality of the work produced, meeting of work objectives, effective use of time, prompt delivery of assigned work and work contribution to organisational objectives. Organisational productivity is one of the significant outcomes of the organisation because the organisation can achieve its goals effectively depending on how much its employees can do with the available resources. Studies in Nigeria are ongoing, and have recently shown that work environment and human resource management are crucial factors affecting productivity. In Delta State, for instance, Odiri (2024) reported that discrimination and sexual harassment had a significant negative impact on the productivity of the selected government tertiary institutions in Delta State. The study also revealed that there was a moderating effect of organisational culture on the relationship between incivility and productivity at the workplace.

Discriminatory treatment may have a negative impact on employee productivity as it may impact morale, motivation, commitment and willingness to exert effort. If a member of staff feels that he/she is not being fairly rewarded or promoted for hard work, then his/her contribution to the organisation may not be maximised. On the other hand, workers who feel they are treated fairly and inclusively at work are more likely to show commitment and put in more effort to meet organisational goals. Earlier, Uzochukwu, Shehu-Usman, Gambo and Bakare (2024) established that employee productivity depends on the issue of fairness in employee performance assessment in the Nigerian federal regulatory agencies. They also found that the adoption of HR practices that are transparent and equitable can lead to better HR outcomes. Employee productivity, therefore, may be a useful dependent variable in looking at the organisational implications of workplace discrimination.

Employee Job Performance: The level of work done by an employee as they carry out their assigned tasks and roles, and contribute to the organization's goals and objectives is known as employee job performance. It includes quality and quantity of work done, work completion or achievement of targets, accuracy, timeliness, dependability, efficiency and effective execution of job duties. Behaviours which contribute to the organisation can also be part of job performance and they may involve working with others, assisting others, relationships with others and demonstrating initiative in the workplace. Therefore, it is important that organisations have a measure of the performance of their employees to know whether they are contributing to the goals of the organisation.

The impact of workplace discrimination on job performance may extend to how motivated and committed employees are to their work, as well as their morale and satisfaction. If there is gender or ethnic discrimination, the employee may feel that the organisation is not fair, and thus end up exerting less effort or participation in the work of the organisation. In relation to the forms of workplace hostility considered, Arubayi (2023) specifically investigated gender discrimination, as well as ethnic discrimination in selected security organizations in Nigeria and how such discriminations relate to job performance. Likewise, Banumathi and Vennila (2024) studied the issue of gender discrimination and employee performance, emphasizing the

significance of tackling discriminatory practices for fostering effective employee performance. The findings indicate that by decreasing the amount of discriminatory practices, the organisation can provide the conditions that enable employees to apply their skills, knowledge and abilities more effectively.

2.1.5 The link between Workplace Discrimination and Organisational Outcome

The effects of workplace discrimination on organizational outcomes are quite noticeable and are negative. If employees feel discriminated against, they will be less likely to be happy, stressed, or feel lost in the organization. These reactions frequently result in reduced productivity, absenteeism, diminished job performance, and diminished organizational commitment. This can therefore interfere with organizations' strategic goals as they experience reduced employee contributions and poor teamwork (Colquitt et al., 2023).

Studies show that discrimination has a detrimental impact on employee engagement and innovation. Unsatisfied workers in the organization are less likely to share ideas, work well together, or actively engage in organizational activities. This disengagement can impede organizational learning and innovation, impacting competitiveness and sustainability. In addition, discrimination can raise staff turnover, which raises the expense of recruiting and training for companies (Shore et al., 2022).

It has been observed that in Nigeria, discriminatory working practices are known to affect the morale of employees and cause inefficiency in the organizations. When employees feel they are treated unfairly, they can become disheartened about their employers, which can lead to lower productivity and engagement. On the other hand, the organizations that foster diversity, equity, and inclusion have better employee relations, improved performance, and enhanced organization results (Amah & Ahiauzu, 2021). So it is important to remove workplace discrimination to improve organizational effectiveness and sustainable organizational success.

2.2 Theoretical Framework

The study is grounded in the tenets of Equity Theory and Social Identity Theory that help in understanding the impact of workplace discrimination on employees' attitudes and organisational outcomes at General Hospital, Isolo, Lagos.

Equity Theory

Adams (1965) has developed a theory to explain how people think about fairness at work, based on the ratio of what they put in versus what they get out of the job. You can find input as effort, skills, experience, commitment, and output as salary, promotion, recognition, and other rewards. If employees feel an imbalance or unfairness, they feel dissatisfied with work, or they may withdraw or want to leave the organization, which can then result in a decrease in performance. In Nigeria, the concern for favoritism, ethnic bias, and unequal reward systems in public and private organizations is a significant concern, making Equity Theory relevant. Fajana (2022) observed that employee's motivation and organizational evenness are greatly influenced by perceived inequity in the workplace in Nigeria.

Social Identity Theory

Social Identity Theory (Tajfel & Turner, 1979) suggests that people categorize themselves and others by similarities and differences in ethnicity, religion, gender and age. They shape the dynamics of interaction and decision-making in the workplace and can be used to create group identities. Employees are more likely to show affection for those who are similar to them (in-group favouritism) and rejecting those who are perceived as different (out-group bias). This can lead to differential opportunities and resources in organisations. Social Identity Theory is useful in understanding the continuation of workplace discrimination and how it impacts employee relations and organizational cohesion in diverse societies, such as Nigeria, where ethnic and religious identities are strong (Ogunyomi & Bruning, 2023).

Theories as a whole offer a powerful basis of understanding of workplace discrimination and its effect upon organisational outcomes. They highlight that employees' attitudes and behaviours are negative as a result of perceived unfairness in rewards, social categorisation and organisational processes, and that this has a negative impact on their productivity, commitment and overall effectiveness in the organisation, General Hospital Isolo, Lagos.

2.3 Empirical Framework

Over the years, research on workplace discrimination and organizational outcomes has increased in number, particularly in the international literature, which has consistently shown that workplace discrimination negatively impacts employee attitudes and organizational outcomes. Numerous studies in organizational behavior have demonstrated that when employees feel discriminated against, their satisfaction, commitment, and productivity are negatively impacted. Robbins and Judge (2023) reported that there is a negative link between perceived injustice in an organization and trust in management, teamwork, and overall performance outcomes. Likewise, A post by Colquitt et al (2023) revealed organizational fairness had a robust connection with employee motivation, job performance, and citizenship behavior in various organizational environments.

In more recent research around the world, the studies have concentrated on diversity, equity and inclusion, highlighting the importance of discrimination in the workplace having a clear and negative impact on organizational competitiveness. Shore et al. (2022) supported this by stating that

businesses that don't remove discrimination are less innovative, have lower employee engagement, and have higher turnover. Similarly, Armstrong and Taylor (2023) stated that a fair Human Resource policy not only improves employee performance and effectiveness but also a discriminatory environment undermines employee morale and productivity. Overall, the findings from these studies indicate that workplace discrimination is an important factor in shaping the performance of organisations in both developed and developing countries.

Ethnicity, gender and social networks are frequently associated with discrimination in many African organizations in the recruitment and promotion practices. Fajana (2022) reports that these are encountered in Nigerian organizations and can affect employee morale and the efficiency of the organization. Likewise, research in the African public and private sector suggests that when workers are perceived as less fair, their levels of engagement and desire to leave the company are lower.

Empirical evidence in Nigeria has repeatedly shown the situation of discriminatory practices in organizational settings and their impact on employee outcomes. Amah and Ahiauzu (2021) established that the issue of unfair human resource practices has a negative impact on employee commitment and productivity in organizations in Nigeria. Ogunyomi and Bruning (2023) also reported that a sense of fairness in the organizational processes has a positive impact on employee performance and organizational commitment, whereas a lack of fairness will bring employee dissatisfaction and withdrawal behavior. The results of this study support the hypothesis that discrimination in the workplace is a significant obstacle to organisational efficiency in Nigeria.

Other Nigerian studies have focused on the effect of organizational culture and leadership on discrimination outcomes. Some research indicates that HR policy is poorly enforced, managers have biases and informal hiring practices are affecting discrimination in the workplace. Such practices negatively impact on the stability of an organization as it leads to attrition of employees as well as decreased productivity of the organizations (Ezeani, 2021). Further studies in public and private sectors in Nigeria reveal that discrimination diminishes employee willingness to engage in extra job activities, which in turn lowers the level of organizational citizenship behavior and long-term performance results.

3. Research Methodology

The method of the research was structured which was used to investigate workplace discrimination and organisational outcomes in organisations in Nigeria. The methodology is focused on the research design, population of the study, sample size and sampling technique, method of data collection, validity and reliability of the instrument, and method of data analysis.

The study is of descriptive survey type. This design is believed to be suitable because data can be obtained from the respondents in their own organisational environment, and can be described and analysed in relation to the relationship between workplace discrimination and organizational outcomes. Survey research is appropriate for studies that seek to collect standardized data from a large population and to assess relationships between variables, according to Saunders, Lewis and Thornhill (2019).

The population studied is made up of all workers in General Hospital, Isolo, Lagos. These include Doctors, Nurses, Pharmacies' and Administrative staff categories from all categories. The population of the study is 137 that cut across all the cadre of staff. The emphasis on multiple levels of organisations is to ensure that perceptions of workplace discrimination and organisational outcomes are appropriately measured within different groups of employees. The firm has been highlighted (Amah and Ahiauzu, 2021) to be an appropriate context for studying employee challenges because of its multi-ethnic and multi-management approaches.

The sample size for the study was calculated by the Taro Yamane's sample size determination formula (1967) which is generally used for sample size determination when the population is known. A multi-stage sampling technique was used, with stratified and simple random sampling techniques. Stratified sampling made sure that there was a representation across different categories of job and simple random sampling ensured that each respondent had an equal chance of being selected. This can increase representativeness and minimize sampling bias according to Sekaran and Bougie (2020).

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = the sample size, **N** = the Population, **1** = the constant

e = the degree of error expected (0.05%)²

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{137}{1 + 137(0.05)^2}$$

$$1+137 (0.05)^2$$

$$n = \frac{137}{1+ (137 \times 0.0025)}$$

$$n = \frac{137}{1+ 0.3425}$$

$$n = \frac{137}{1.3425}$$

$$n = 102$$

The sample for this study will comprise of one hundred and two (102) respondents which are randomly selected from General Hospital, Isolo, Lagos.

The primary data was gathered by using a structured questionnaire that used a 5-point Likert scale from strongly agrees to strongly disagree. The questionnaire was structured into two parts: demographic data and workplace discrimination indicators, as well as organizational outcome measures including productivity, commitment and performance. The use of questionnaires was viewed as suitable in order to get the standardized responses from a large number of respondents efficiently (Kothari, 2018).

The research instrument was subjected to content and face validity with the expert, in order to make it valid. The instrument was tested for reliability using Cronbach Alpha coefficient at value of 0.70 or higher was acceptable. Saunders et al. (2019) stated reliability test is a test which ensures consistency and stability of research equipment in time.

Descriptive and inferential statistics were used to analyze data collected. The data were summarised using descriptive statistics (frequencies and percentages scores) and inferential statistics (regression and Pearson correlation analysis) were used to test the hypotheses. The data was analyzed using Statistical Package for Social Sciences (SPSS). Field (2020) stated that in social science research regression analysis is used to study the effect of independent variables on dependent variables.

Confidentiality, voluntary participation and anonymity are ensured for respondents in the study. The purpose of the study was explained to participants and their consent was obtained prior to the collection of data. There were no identifying details of any individual in the data analysis and reporting.

4.0 Data Analysis and Interpretation.

4.1 Results and Discussion

Data analysis was carried out by researcher who presented, scored, and made tables and percentage technique. The developed hypotheses were examined with the help of SPSS 2.7 Statistical Packages for Social Sciences. For the investigation for the proposed hypothesis, a descriptive, regression and correlation method of statistical tool was applied and the significance level of 0.01 (2-tailed) was used. This was to assess if there was any difference between the observed and predicted frequencies.

H₀₁: Gender discrimination has no significant effect on employee productivity at General Hospital, Isolo, Lagos.

In this case the researcher is investigating whether gender discrimination has no significant effect on employee productivity at General Hospital, Isolo, Lagos.

Table 1: this table one is testing if gender discrimination has no significant effect on employee productivity at General Hospital, Isolo, Lagos.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.892	.891	.37820

a. Predictors: (Constant), Gender Discrimination

ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	118.687	1	118.687	829.764	.000 ^b
	Residual	14.304	100	.143		
	Total	132.990	101			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Gender Discrimination

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.720	.120		6.027	.000
	Gender Discrimination	.849	.029	.945	28.806	.000

a. Dependent Variable: Employee Productivity

Interpretation

The ANOVA table was used to test and check whether there is significant difference in the productivity of employees of General Hospital, Isolo, Lagos due to gender discrimination. The result is that the sum of squares of the regression is 118.687, the sum of squares of the residuals is 14.304, and the sum of squares of the total is 132.990. The calculated F-value is 829.764 and the significance level (p-value) of the result is 0.000, which is lower than the usual 0.05 significance level. The p-value (0.000) is less than the 0.05 (alpha) significance level, so the null hypothesis is rejected in favor of the alternative hypothesis, which states that "Gender discrimination has a significant effect on employee productivity at General Hospital, Isolo, Lagos". This indicates that the effects of gender discrimination have a significant impact on employee productivity in General Hospital, Isolo, Lagos.

H₀₂: There is no significant relationship between ethnic discrimination and job performance of the employees at General Hospital, Isolo, Lagos.

The researcher is investigating whether there is a significant relationship between ethnic discrimination and job performance of employees at a hospital called General Hospital in Isolo, Lagos.

Table 2: this table two is testing to see if there is no significant relationship between ethnic discrimination and employee job performance at General Hospital, Isolo, Lagos.

Correlations

		Ethnic Discrimination	Employees Job Performance
Ethnic Discrimination	Pearson Correlation	1	-.676**
	Sig. (2-tailed)		.000
	N	102	102
Employees Job Performance	Pearson Correlation	-.676**	1
	Sig. (2-tailed)	.000	
	N	102	102

****.** *Correlation is significant at the 0.01 level (2-tailed).*

Interpretation

The correlation table indicates correlation between the variables: Ethnic discrimination and Employee job performance among workers of General Hospital, Isolo, Lagos. As shown in the table, there is a strong negative relationship between ethnic discrimination and employee job performance, with the Pearson correlation coefficient equal to $r = -0.676$. That is, as an employer discriminates against employees, employees will perform poorly, and as the employees performed poorly, the employer will discriminate against them further. The significance value (Sig. = 0.000) is less than the level of significance of 0.01, indicating that the relationship between the two variables is statistically significant. As the p-value is less than 0.01, the null hypothesis is rejected and the alternative hypothesis accepted. There is a strong association between the variables of ethnic discrimination and job performance of employees in General Hospital, Isolo, Lagos.

4.2 Discussion of Findings

The first hypothesis was supported by the results of the research which indicated that gender discrimination can impact employee productivity at General Hospital Isolo Lagos. Based on the regression analysis, the results showed that there was a statistically significant relationship between the independent variable (gender discrimination) and the dependent variable (employee productivity) ($F = 829.764$, $p < 0.05$), the null hypothesis was rejected. The result suggests that gender discrimination has a significant impact on productivity of employees at the hospital. Unfair treatment to employees due to personal characteristics is likely to reduce employee motivation and commitment to their duty, consequently affecting their productivity. This is in line with the studies conducted by Armstrong and Taylor (2023) who claimed that discriminatory workplace actions have a negative impact on employees' morale, engagement, and productivity. The result also confirmed the report of Amah and Ahiauzu (2021), who reported that Injustice practices in the HRM in Nigerian organizations have adverse effect on employees's efficiency and organizational performance. Likewise, Colquitt et al. (2023) suggested that workers are more likely to show less work effort and productivity when they feel unfairly treated. It is implied that management of General Hospital, Isolo, Lagos should have policies that foster fairness, equal opportunity and inclusiveness for improved employee productivity.

The study revealed that there was a strong and significant negative relationship between ethnic discrimination and employee job performance ($r = -0.676$, $p < 0.01$) from the second hypothesis. The result suggests that the higher the level of ethnic discrimination, the lower the level of employee job performance. The discovery indicates that people experiencing workplace discrimination might be unhappy, stressed out, and less committed to their organization, contributing to diminished productivity in doing their jobs. This is consistent with the Social Identity Theory of Tajfel and Turner (1979) stating that discrimination on the basis of social identity can lead to social exclusion, diminished motivation and poor work outcomes. The outcome is also consistent with that of Ogunyomi and Bruning (2023) who found that employee performance and organizational effectiveness is positively influenced by workplace fairness in Nigerian organization. In addition, Shore et al. (2022) found that a positive work culture that is inclusive is also a factor in employee satisfaction and performance, and discriminatory practices are a factor in the failure of the organization. Hence, minimizing the discrimination at the workplace can greatly enhance the employee effectiveness and organization's outcomes.

5. Conclusion

The study focused on the association between workplace discrimination and organizational outcomes at General Hospital, Isolo, Lagos, specifically employee productivity and employee job performance. Results indicated that the effect of workplace discrimination on employee productivity is significant and workplace discrimination is negatively related to the employee's job performance. This means that the discriminatory practices that occur in the workplace negatively impact employees' ability to work effectively and meaningfully and contribute to organizational goals.

The study also concluded that workers who feel they are being treated unfairly are more likely to suffer from demoralization, diminished commitment and loss of job performance, due to their perceived unfairness based on gender, ethnicity, age, religion, other personal factors etc. These outcomes then have a direct impact on overall effectiveness and productivity of the organization. The results confirm the predictions of Equity Theory, Social Identity Theory and Organizational Justice Theory that posits that fairness and equal treatment is critical for positive employee attitudes and organizational performance.

Based on all the above, it can be concluded that workplace discrimination is a great challenge affecting the organization at General Hospital, Isolo Lagos which is affecting the employees' productivity and job performance in the organization. Inclusive, fair, and discrimination-free workplaces have a key role to play in enhancing employee performance and delivering sustainable organisational results.

5.1 Recommendation

The following recommendations are based on the results of the study:

Workplace policies should be put in place and firmly applied to ensure fairness, equality and non-discrimination in the workplace by management. All employees should be treated equally, with regard to work resources, training opportunities and organisation. This will enhance employee motivation

and increase productivity.

Management ensures that recruitment and promotion, and reward systems are meritocratic and based on suitability and effectiveness not on favouritism or relationships. The clear HR processes will decrease the occurrence of discrimination and will motivate employees to perform their best in order to meet organizational goals, thus increasing productivity.

There is a need for the hospital management to develop a good grievance handling mechanism for employees to confidentially report cases of discrimination. Timely investigation and action taken in response to complaints will assist in minimising discriminatory practices, employee confidence in management and job performance.

Supervisors and managers should be educated on fair performance management to ensure unbiased and objective assessment of employee performance, promotion and disciplinary measures. This will help build trust among employees and a greater level of job performance.

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