

Workplace Hostility on Job Performance of Minorities. A Case Study of Selected Nigerian Force in Delta State



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ABSTRACT: In recent times it has been observed that poor performance of employees at work is as a result of some form of workplace hostility such as discrimination and bullying. The study sought to examine the relationships between workplace hostility and Job performance of minorities using gender discrimination, ethnical discrimination and religious discrimination as independent variables that are exhibited by the employees of the selected Nigerian force, 222 battalion of the Nigerian army, Ughelli area command, and Nigerian Navy ship, these Nigerian law enforcement agencies was used as the case study. This study adopted a survey research design. Primary data were collected using the questionnaire. The data was analyzed using descriptive statistics while the hypothesis was tested using the Pearson product-moment correlation (PPMC) at 0.05 level of significant. The study revealed that there is significant relationship between gender, religious and ethnical discrimination and job performance of minorities (employees). It was study it was concluded that workplace hostility has negative influence on job performance of minorities. It was recommended that training programs for personnel in the Nigerian force (Army, police and navy), and enforcement of policies by the Nigerian force, so that the nefarious act of discrimination will be gradually reduced and eliminated.

KEYWORDS: Hostility, Discrimination, Minorities, Workplace, Job Performance

INTRODUCTION

A Hostile work environment is one where representatives perceive treatment based on race, color, sex, or national origin as reasonable. This is indicated by discernments of distributive, procedural, and associational bad form climate within the shapes of segregation and badgering. Concerns concerning increased hostile workplace behaviors, such as altercations and violence between employees or between employees and visitors, have been expressed to the organization. The anger and resentment show themselves in a variety of ways, including rudeness or physical violence, profanity, constant criticism, insulting remarks, threats of harm, withholding of information, refusing to cooperate, and cursing. These behaviors make the workplace difficult, impede performance, and lead to decreased communication and failed teamwork (Jackson, 2020).

Race-based discrimination is regarded as part of the hostile work environment and is harmful to the workplace (Jerome, 2021). Several studies have emphasized factors, such as the hostile atmosphere at work, that affect employees' effectiveness in their jobs. These elements result in representative turnover (McGinley, 2020). The work environment has become so hostile and destroyed in an organization as a result of too many other factors. These include organizational deviant behavior, work distance, work push, and work burnout (Abbas et al., 2021). Hostile working conditions have a variety of negative effects and are extremely dangerous for both the employer and the employees who are subjected to them. Nigeria still struggles with poor employee performance and organizational inefficiency Arubayi, Eromafuru & Egbule (2020). Segregating variables which happens at work environment and which influence work performance of workers are generally ethnical separation such as dialect, religion etc, statistic components such as age. (Faeth & Kittler, 2020).

statement of the problem

The extremely limited research on this idea in the Nigerian workplace have methodological flaws. For instance, studies conducted in 2009 and 2010 by Adenuga and Owoyemi and 2010 by Oyelere and Oyelere were theoretical in nature, whereas Oghojafor and his colleagues used descriptive statistics to analyze data without establishing statistical hypotheses to examine the impact of workplace bullying. This present study does not only overcome these methodological deficiencies but also provides the basis for comparing the findings in Western settings with those in a non-Western culture, thereby bridging the wide research gap in this

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area. This study therefore seeks to establish the relationship between workplace hostility and job performance on one hand ethical discrimination and job performance on the other. In addition, the interaction effect between job satisfaction and workplace hostility on job performance will be examined.

Objectives of the Study

Specifically, the study sought to;

- i. To examine the relationship between Gender Discrimination and job performance on minorities.
- ii. To examine the relationship between Religious Discrimination and job performance on minorities.
- iii. To examine the relationship between Ethnic Discrimination and job performance on minorities.

Research Questions

- i. What is the extent of relationship between Gender Discrimination and job performance?
- ii. What is the extent of relationship between Religious Discrimination and job performance?
- iii. What is the extent of relationship between Ethnic Discrimination and job performance?

Statement of Hypothesis

Ho: There is no significant correlation between Gender discrimination in workplace and job performance.

Ho: There is no significant correlation between Ethnic discrimination in workplace and job performance.

Ho: There is no significant correlation between religious discrimination in workplace and job performance

LITERATURE REVIEW

Concept of Workplace Hostility

A hostile work environment is one where people behave badly or say offensive things because of their gender, nationality, color, religion, or disability. This has an impact on how well employees perform at their jobs. This conduct may lower a worker's output and self-esteem (Robert Half 2021). Concerns regarding the growing animosity at work have been raised by numerous studies. The workplace becomes hostile as a result of these behaviors, which can also have a detrimental effect on organizational performance. Examples of these behaviors include physical violence, harsh criticism, and lack of cooperation among coworkers (Huchinson & Jackson 2013).

Gender discrimination

Although the legal definition of "discrimination" is ambiguous, it can be claimed that it happens when employees from one group unfairly receive a job advantage over those from another group. Channar and colleagues, 2021

Despite the fact that there are laws in place to promote equality, discrimination is nevertheless widespread in the workplace. Women still lag behind men in terms of earnings, employment rates, and occupational diversity. Women typically earn between 72 and 88 percent less than males do, even after accounting for factors like education, age, job, and length of employment. 2016 (Wadhwa). In most nations, women often face a "glass ceiling" that never disappears and are paid much less than males. In addition, women are more frequently employed in safe but low-paying jobs (i.e. education and healthcare). Historically, women had lower employment rates than males, but since the late 1800s recession, women's employment rates have overtaken men's. The employment process is prone to prejudice at every level, including hiring, education, salary, occupational segregation, and the layoff period. (Hart, 2018).

Religious discrimination

The second concept, religious discrimination, refers to treatment against an employee because of their religion. Discrimination based on religion involves more than just reining in erratic or disruptive behavior; it also involves putting off your immediate ambitions in favor of more important, more urgent goals. 2019 (Garner) i.e., it is the ability to restrain emotional urges as well as distressing feelings like wrath and worry. The ability to manage our own and other people's emotions is discussed. An emotionally skilled politician, for example, can intensify his own wrath and use it to inspire others' legitimate rage through an impactful speech. (Amjad, 2019).

Ethnic discrimination

When a worker is treated differently than another because of his or her ethnicity, skin tone, or nationality, this is known as ethnic discrimination in the workplace. It is one of the legal fields with the fastest growth. While the total number of claims has increased, the number of claims based on racial discrimination has typically increased in tandem with general economic conditions and workplace layoffs. According to Zick, Pettigrew, and Wagner (2018), racial prejudice against immigrants is a widespread issue in Europe and other parts of the world.

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It is common for discrimination allegations to rise in response to layoffs, some of which are true and some of which are not. A nondiscriminatory hiring strategy enhances employee performance in an organization, claim Adeniji and Oludayo (2014). The three phases to resolving the issue of racial discrimination in the workplace include understanding the issue, educating the public about the issue, and identifying solutions. The impression of racial or ethnic discrimination and its effects on productivity have drawn more scholarly attention. The definition of discrimination is the unfair treatment of particular groups, such as their exclusion from the distribution of wealth and power (Ataov, 2021).

Discrimination has frequently been defined widely and explicitly as a result of a variety of different, occasionally overlapping processes. 2013 (Basu and Eser). These processes frequently act together in the workplace to diminish the worth and effectiveness of particular employee groups (Olsen, 2019). The majority of studies have indicated that discrimination, in all of its forms, hinders people from entering or moving up the job market. According to SEEDA (2006), racial or ethnic discrimination in the workplace has a significant effect on both individuals and organizations. An estimated 500,000 people experience work-related stress at any given moment that is severe enough to make them unwell (HSE, 2015).

Concept of Job Performance

If properly managed, staff performance may be explained as a method for creating a common workforce understanding of what has to be accomplished at an organizational level. It involves coordinating corporate goals with established metrics, competency standards, learning objectives, development strategies, and outcomes delivery. Good organizational performance is seen as employee performance. (Ahmad, 2013).

All research seems to be focused on employee performance and performance. Since the dawn of industrialization, the idea of evaluating employee performance has been central to organizational thought and practice. Experts' definitions of efficacy are frequently ambiguous, which makes it difficult to interpret the outcomes of their research. Performance is "activity that illustrates how teams and people within an organization get work done," according to Armstrong (2021). Performance is not only tied to outcomes, but also to the actions and conduct of employees that helped them reach their growth goals, claims Mooney (2019).

Effects of Perceived Discrimination on Job performance

A number of research have been done to look into how general employee perceptions affect worries about human resources. However, discrimination in the workplace is a comparatively recent occurrence. In a 2016 study, Cohen and Tsui compared the perceptions of sex discrimination experienced by male and female managers and psychologists, both of whom were predominately white. Males and women both thought that women experienced more sexism than men. However, men observed little association between these same outcome factors and women's feelings of discrimination, which were connected with negative outcomes including increased work conflict and hours spent on paid job activities. There are important employee attitudes such as job satisfaction and organizational commitment that are likely to be impacted by perceived prejudice. A pleasant or positive emotional state that results from an assessment of one's employment or professional experiences is known as job satisfaction. (Locke, 2021). The study also did a detailed survey of the literature on job performance and found that, despite the abundance of studies on this topic, little is known about how ethnicity impacts job performance in general and how people perceive discrimination in particular. Academics disagree on how these factors affect job satisfaction, possibly due to the paucity of studies on this subject, perceived discrimination, and ethnicity (Jayaratne, 2013).

A person's attitude toward the organization as a whole is referred to as "organizational commitment." It refers to an employee's psychological bond with a company and has been associated with behavioral investments, likelihood to stay with the organization, and goal and value congruence (Steers, 2021). Today's organizations may find it challenging to maintain employee loyalty, particularly among women and underrepresented groups. One of the reasons given for the recent exodus of women and minorities from large companies and the ensuing rise in the number of women- and minority-owned businesses is the perception of organizational discrimination among these groups. (2015) Federal Glass Ceiling Commission

Sanchez and Brock (2016) examined how perceived discrimination impacted work results in a survey of 139 Hispanic male and female employees. They discovered that perceived discrimination had a more negative influence on work tension and negatively affected job satisfaction and organizational commitment, in addition to other common workplace stressors such role conflict and ambiguity. They also found that workers considered racial (ethnic) discrimination to be less prevalent than that of their counterparts who had lower levels of acculturation, income, and work experience. Tsui (1996) made similar discoveries, showing that perceptions of gender discrimination were linked to diminished feelings of power and prestige at work.

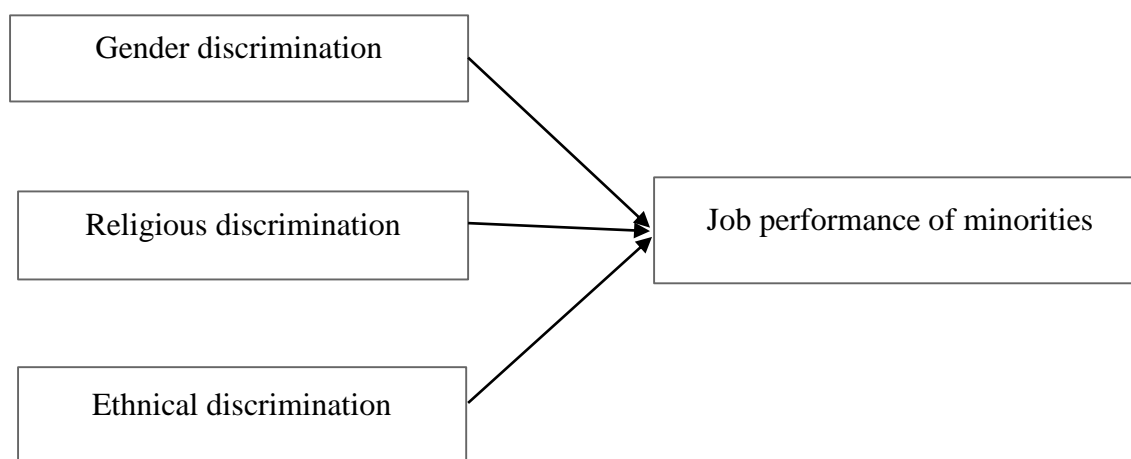
As evidenced by their higher propensity to change jobs than their white counterparts and lower willingness to take the initiative while working, Shellenbarger (2013) found that more than one-fifth of minorities believed they were the target of discrimination at work, which led to a lower level of organizational commitment.

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Organizational citizenship behavior (OCB) is an aspect of interpersonal work interactions associated to using initiative at work. It is defined as informal, prosocial activity that employees actively engage in to help others. These behaviors include assisting a coworker with a project, providing insightful advice or recommendations, and expressing constructive criticism on assignments. Although the relationship between OCB and perceived discrimination has not been directly examined, some research examines how interpersonal relationships are impacted by prejudice in an effort to determine how workplace discrimination impacts employee performance.

Mays, Coleman, and Jackson (1996) demonstrated that although perceived racial discrimination did not prevent black females from entering the labor market, it did lower their level of engagement and chances of advancement in the organizations they worked for. This is an example of the international dimension. Their perceptions of racial or ethnic discrimination in particular increased the amount of stress individuals experienced at work, hampered their capacity to grow and pick up new skills, and were associated with less fruitful relationships with coworkers and managers. In environments where employees are treated fairly and when doing good things is rewarded both internally and externally, organizational citizenship engagement tends to be more common. Therefore, it seems likely that staff members who feel their workplace is hostile will engage in less fulfilling interpersonal encounters overall and fewer OCB specifically.

According to the Labor Regulations (2017), it is "illegal to discriminate on the basis of a person's race, gender, national origin, religion, handicap, or age in hiring, promotions, termination (known as wrongful termination), or other areas of employment." In other words, a company is not allowed to discriminate against anyone when it comes to workplace policies. However, discrimination has long existed, and as a result, the emotional, physical, and psychological health of employees has suffered considerably.



Researcher conceptual framework 2023

THEORETICAL FRAMEWORK

Social Identity Theory

This study is hinged on the Social Identity theory. Social identification theory holds that people categorize themselves and others into different groups based on salient characteristics they share, such as personal demographics (Tajfel and Turner, 1985). Perceived discrimination is when a person feels that they are being treated unfairly or differently because of their membership in a particular group (Mirage, 1994; Sanchez and Brock, 1996). Additionally, when people feel they are being treated unfairly because they are a part of a certain group, they frequently feel angry and alienated, which can result in negative work-related behaviors. The social identity theory is a useful way to conceptualize perceived discrimination, but it's important to realize that membership in a particular group is not exclusively determined by a person's demographics or occurs in a vacuum. It is also necessary to consider the surrounding context (i.e., the organization) and other facets of group membership. Intergroup theory and embedded intergroup theory (Alderfer, Alderfer, Tucker, and Tucker, 1980) both take these aspects into account (Thomas and Alderfer, 1989).

Empirical Review

Abbas, Hameed, and Waheed evaluated the effect of gender discrimination on employee performance in Nigeria (2021). The three different types of gender discrimination examined in this study were hiring, promotion, and facility discrimination. The information was gathered by 200 telecom managers in Pakistan's industry. utilizing quantitative methods of correlation and regression to further assess the study's data According to the study, gender discrimination in facilities and promotions is more directly associated to employee performance than other factors.

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Akua and Cecilia (2015) looked into the issue of gender discrimination in the workplace, specifically how gendered assumptions affect women and the factors influencing women's participation in management in Higher Education (HE). They also looked into whether gender prejudices are present in the workplace and how they prevent women from moving up to high-ranking management positions. Gender discrimination and how it has impacted people and their careers are assessed using primary data obtained from interviews with 10 women administrative professionals at five public institutions in Ghana. Women are underrepresented in higher education institution management in Ghana, according to the study's findings.

According to Marchiondo's (2015) research, people who experience discrimination often feel alone and lack motivation to finish their daily responsibilities. Because they are seen as weak, women are not given the chance to learn difficult but doable duties in the organization. Before they had the chance, hardly one realized that women could make effective leaders. Theoretically, discrimination denies capable workers the chance to prove their worth. Team spirit and employee cohesion are both negatively impacted by the vice. It is obvious that those who experience discrimination feel alone and are less motivated to carry out their everyday tasks.

Omoh et al. (2018) studied the effects of workplace discrimination on worker performance in Ghana. To ascertain whether workplace prejudice has any impact on worker performance, questionnaires were gathered from 159 employees recruited from 5 different businesses in 5 distinct sectors. A chi square test statistic (χ^2) result of 1.91 was below the threshold of 3.841. The study thus accepts the null hypothesis and comes to the conclusion that Ghanaian workers do not view workplace discrimination as an exceptional management move that will have an adverse effect on their performance.

Identity is shaped by culture, environment, and parents, claims Uzma (2018). Both how you view yourself and how others see you are mutually reinforcing processes. Who children become is shaped by how their parents treat them. Typically, parents see their daughters as shy, frail, and unduly vulnerable, in need of the guys in the neighborhood to protect them. Women find it difficult to advise or object. The first stage of suppression and subordination is this. She believes that even educated women have a dual identity that combines their professional and personal selves. Her research also revealed that women's earnings were not viewed as the family's main source of money but rather as additions to their husbands' earnings. Additionally, she found that in upper-class and wealthy homes, where women enjoyed complete freedom, the same conclusions did not hold true.

Farooq and Rehman evaluated the consequences of workplace discrimination on productivity and job satisfaction in 2021. It was discovered that discrimination in the workplace increases job happiness, which boosts worker output and effectiveness. It has been discovered that happy emotions and job satisfaction promote desirable enlargement.

Only 10% of the variance in the prevalence of workplace hostility across seven different organizational settings, according to Raknes and Matthiesen's research (2019), and this variance never exceeded 24% in any sub-setting. Therefore, there is clearly room for alternative accounts.

The three aspects of gender discrimination that Abbas, Hameed, and Waheed (2021) determined to have an effect on employee performance in Nigeria are hiring, promotion, and facility discrimination. The data was gathered by 200 Pakistani telecom administrators. Examining the study's data further by using correlation and regression techniques The study concluded that the level of employee performance is more attributable to gender discrimination in facilities and promotions. Interpersonal conflict and discrimination can still be brought about by a variety of factors, both on an individual level and on dyadic, group, organizational, and societal levels, even though one may agree that the organization and its management are responsible for stepping in when these situations arise (Hoel & Cooper, 2001; Zapf, 1999b). Zapf (1999b) identifies categories of harassment victims for whom such causal elements as the organization or characteristics of the victims themselves are expected to predominate in order to provide some early evidence for these many probable causes of harassment.

Using a management model approach, Ugoani (2016) examined the relationship between organizational competitiveness and workplace discrimination. The survey study design was used to examine the relationship between workplace discrimination and organizational competitiveness. The study found a significant positive correlation between workplace discrimination and organizational competitiveness. Shahhossa, Silong, Ismaill, and Uli (2012) examined how workplace discrimination influenced people's capacity to do their jobs from a theoretical standpoint. The relationship between job performance and the sort of workplace discrimination is the subject of greater emphasis. The study discovered a connection between workplace discrimination and enhanced job performance.

From the empirical review, it was revealed that most of the studies carried out on workplace hostility on job performance of minorities, non of them were carried out using law enforcement agencies (Army, Navy and police) as case study in Delta state. This study will therefore fill this gap by looking at workplace hostility on job performance of minorities using gender discrimination, ethnic discrimination and religious discrimination.

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METHODS

This study adopted a descriptive approach since it involved quantitative research. The population of this study constitute 240 security personnel which consists of 80 personnel and staffs of Ughelli Area Command, 50 personnel from the 222 Battalions of The Nigerian Army and 110 personnel from The Nigerian Navy in Delta state The population is therefore estimated at 240. The sample size was determined using Taro Yamani's (1964) formula and a sample of One Hundred and fifty (150) was chosen. This comprises personnel from all departments at the 3 stations.

Data for the study was gathered using primary sources with use of copies of the questionnaire as the main research instrument to elicit the necessary responses from the respondents. The hypothesis were tested using frequency, percentage, simple mean, for the research questions. While the hypothesis were tested using the Pearson product moment correlation (PPMC) at 0.05 alpha level to test for relationship between variables with the aid of SPSS software.

RESULTS

150 copies of the questionnaire were administered to the respondents (Police, Army and The Navy) out of which 110 were retrieved after a scheduled period representing a recovery rate of 73%. Items which were not answered on the questionnaires are treated as missing,

Thus Nigeria Police = 30, The Nigeria Army = 40 and The Nigeria Navy = 40. The valid percentages were used that is percentages that excluded the missing values.

Demographics of Respondents

The study also found that about 41.3 percent of the respondents have been with the service for a period less than 5 years. 26.6 percent were noted to have been in the service between 5 to 10 years 21.1% have been in service for 11-15 years while 11% have been in service for more than 15 years

The study establishes that 66 percent of the respondents were males with the remaining 34 percent being females.

Research Question One: What is the extent of relationship between gender discrimination and job performance of minorities?

Table 1. Showing analysis of response of gender discrimination on employee's job performance

S/N	Gender Discrimination and Job Performance	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1	Gender discrimination affected the level of my job performance.	55 50%	30 27.3%	19 17.3%	6 5.5%	3.3	Accept
2	Gender discrimination is not the cause of poor job performance from the employee.	60 54.5%	21 19.1%	18 16.4%	11 10%	3.2	Accept
3	I know of a victim that Gender discrimination has affected his level of job performance	59 53.6%	36 32.7%	11 10%	4 3.6%	3.5	Accept
4	Top officers of this Service are the ones causing Gender discrimination which has affected employees' level of commitment to their job.	65 59.1%	27 24.5%	11 10%	7 6.4%	3.4	Accept
5	Lower officers has the high rate of gender Discrimination	35 31.8%	60 54.5%	7 6.4%	10 9.1%	3.6	Accept

Source: Field Survey, 2023.

Table 1 above shows that gender discrimination affected the level of my job performance. This is evident in the table as it was agreed with greater mean point that; gender discrimination affected the level of my job performance (agreed by 77.3% of respondents and mean of 3.3 < 2.5), It was accepted that gender discrimination is not the cause of poor job performance from the employee (agreed by 73.6% of respondents and mean 3.2 < 2.5), 86.3% agreed that they know of a victim that gender discrimination has affected the level of job performance (mean 3.5 < 2.5), top officers of this service are the ones causing gender

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discrimination which has affected employees' level of commitment to their job (agreed by 83.6% of respondents with mean $3.4 < 2.5$), and that lower officers has the high rate of gender discrimination (agreed by 86.3% of respondents with mean $3.5 < 2.5$). The above result indicates that the extent of relationship between gender discrimination and job performance of minorities.

Research Question Two: What is the extent of relationship between religious discrimination and job performance of minorities?

Table 2. Showing analysis of response of religion discrimination on employee's job performance

S/N	Religious discrimination and Job Performance	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1	Due to my religious belief, I have been religiously discriminated and it has affected the level of my job performance	75 68.2%	15 13.6%	15 13.6%	5 4.5%	3.1	Accept
2	Lower officers are totally affected by religious discrimination and it has affected their level of job performance	65 59.1%	16 14.5%	10 9.1%	19 17.3%	3.2	Accept
3	Religious discrimination is not the major enigma to the poor job performance of every employees that has occurred recently to the service	17 15.5%	70 63.6%	16 14.5%	7 6.4%	3.3	Accept
4	A lot of officers has lost their job due to poor performance, religious discrimination is the major cause	58 52.7%	18 16.4%	23 20.9%	11 10%	2.8	Accept
5	I have not seen officers experienced religious discrimination	67 60.9%	10 9.1%	22 20%	11 10%	3.3	Accept

Source: Field Survey, 2023.

Table 2 above shows that religion discrimination affected the level of my job performance. This is evident in the table as it was agreed with greater mean point that; employees are discriminated due to their religious belief and it has affected the level of their job performance (agreed by 81.8% of respondents and mean of $3.3 < 2.5$), It was accepted that lower officers are totally affected by religious discrimination and it has affected their level of job performance (agreed by 73.6% of respondents and mean $3.0 < 2.5$), 79.1% agreed that religious discrimination is not the major enigma to the poor job performance of every employees that has occurred recently to the service (mean $3.3 < 2.5$), a lot of officers has lost their job due to poor performance, religious discrimination is the major cause (agreed by 69.1% of respondents with mean $2.8 < 2.5$), and that they have not seen officers experienced religious discrimination (agreed by 70% of respondents with mean $2.9 < 2.5$). The above result indicates that the extent of the relationship between religious discrimination and job performance of minorities.

Research Question Three: What is the extent of relationship between Ethnic discrimination and job performance minorities?

Table 3. Showing analysis of response of ethnic discrimination on employee's job performance

S/N	Ethnic discrimination and Job Performance	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1	Ethnic discrimination affect the quality of job performance in this service.	70 63.6%	28 25.5%	8 7.3%	4 3.6%	3.4	Accept
2	I feel unsecured in carrying out my duty as a result of ethnic discrimination from my co-employees and it has affected my level of job performance.	55 50%	26 23.6%	19 17.3%	10 9.1%	3.1	Accept
3	Ethnic discrimination has made most of the employees developed lack of commitment to their job.	50 45.5%	45 40.9%	11 10%	4 3.6%	3.5	Accept

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4	I feel undervalued by my top officers as a result of my ethnicity and this has greatly affected level of my Job performance negatively.	65 59.1%	18 16.4%	7 6.4%	20 18.2%	3.4	Accept
5	I know of those that ethnical discrimination has affected their level of job performance	43 39.1%	56 50.9%	9 8.2%	2 1.8%	3.6	Accept

Source: Field Survey, 2023.

Table 3 above shows that ethnic discrimination affected the level of job performance. This is evident in the table as it was agreed with greater mean point that ethnic discrimination affect the quality of job performance in this service. (agreed by 89.1% of respondents and mean of 3.4 < 2.5), It was accepted that employees feel unsecured in carrying out their duties as a result of ethnic discrimination from their co-employees and it has affected their level of job performance (agreed by 73.6% of respondents and mean 3.1 < 2.5), 86.4% agreed that ethnic discrimination has made most of the employees developed lack of commitment to their job (mean 3.3 < 2.5), most employees feel undervalued by their top officers as a result of their ethnicity and this has greatly affected level of job performance negatively (agreed by 75.5% of respondents with mean 3.2 < 2.5), and that they know of those that ethnical discrimination has affected their level of job performance (agreed by 90% of respondents with mean 3.6 < 2.5). The above result indicates that the extent of relationship between ethnic discrimination and job performance of minorities.

TEST OF HYPOTHESIS

Hypothesis 1: There is no significant correlation between Gender discrimination in workplace and employee's Job Performance

Table 4: Correlation between Gender discrimination in workplace and Employee's job performance

Variables	Mean	Std. Deviation	N
Gender Discrimination	14.5255	2.4545	110
Employee Job Performance	15.6332	1.6654	110

Variables		Gender Discrimination	Employee's Job Performance
Gender Discrimination	Pearson Correlation	1	-.322
	Sig. (2-tailed)		0.001
	N	110	110
Employee's Job Performance	Pearson Correlation	-.322	1
	Sig. (2 tailed)	0.001	
	N	110	100

****.** Correlation is significant at the 0.05 level (2-tailed).

The analysis shows that, gender discrimination is slightly correlated with employee's job performance having rho = -.322, p < .05. Based on the analysis, the null hypothesis was rejected and its alternative accepted, that gender discrimination significantly affects employee's job performance.

Hypothesis 2: There is no significant correlation between religious discrimination in workplace and employee's job performance.

Table 5. Correlation between religious discrimination in workplace and Employee's job performance

Variables	Mean	Std. Deviation	N
Religious Discrimination in Workplace	11.3221	3.6656	110
Employee Job Performance	14.3225	2.6652	110

Variables		Religious Discrimination	Employee's Job Performance
Religious Discrimination	Pearson Correlation	1	-.632
	Sig. (2-tailed)		0.001
	N	110	110
Employee's Job Performance	Pearson Correlation	-.632	1
	Sig. (2 tailed)	0.001	
	N	110	110

****.** Correlation is significant at the 0.05 level (2-tailed)

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The analysis shows that, religious efficiency having $\rho = -.632$, $p < .05$. Based on the analysis, the null hypothesis was rejected and its alternative accepted, that religious discrimination significantly affects employee job performance.

Table 6. Correlation between Ethnic discrimination in workplace and the measures of Employee's job performance

Variables	Mean	Std. Deviation	N
Ethnic Discrimination in Workplace	12.0002	2.0063	110
Employee Job Performance	16.5565	3.6698	110

Variables		Ethnic Discrimination	Employee's Job Performance
Ethnic Discrimination	Pearson Correlation	1	-.806
	Sig. (2-tailed)		0.000
	N	110	110
Employee's Job Performance	Pearson Correlation	-.806	1
	Sig. (2 tailed)	0.00	
	N	110	110

****.** Correlation is significant at the 0.05 level (2-tailed).

The analysis shows that; ethnic discrimination has high inverse correlations with employees' job performance. Ethnic discrimination has a strong negative correlation with employee's job performance with $\rho = -.806$, $p < .05$. The formulated hypothesis was rejected. So therefore, ethnic discrimination has effect on employee's job performance.

DISCUSSION OF FINDINGS

This study focused on the relationship between workplace discrimination and employee's job performance in the Law enforcement organizations that includes the Nigeria police, The Nigeria Army and the Nigeria Navy. It was hypothesized that the dimensions of workplace discrimination do not significantly relate with the measures of employee commitment and job performance. The analysis showed that all the dimensions of workplace discrimination (gender, religious and ethnic discrimination) are significant but negatively correlated with employee commitment, indicating that, there is inverse relationship between the two variables.

Gender Discrimination and Employee Performance

The analysis between gender discrimination and job performance revealed that there exists a significant negative relationship between gender discrimination and employee's job performance. This implies that when gender discrimination increases, the quality of output by the employee reduces drastically and vice versa. Furthermore, the acceptance of the items in table 4.2.1 showed that gender discrimination has influence on job performance and the correlation coefficient in table 12, showed that gender discrimination and employee's satisfaction have a strong relationship ($p < 0.05$). Test of hypothesis one indicates that gender discrimination have a significant influence on job performance minorities ($0.001 < 0.05$). This finding is supported by previous work by Abbass *et al*; (2011) where they remarked that gender discrimination in promotion of employee has a negative significant relationship with employee performance.

Religious Discrimination and Job Performance

The analysis between religious discrimination and job performance revealed that there exists a significant negative relationship between religious discrimination and employee's job performance. This implies that when religious discrimination increases, the quality of output by the employee reduces drastically and vice versa. Furthermore, the acceptance of the items in table 4.2.2 showed that religious discrimination has influence on job performance and the correlation coefficient in table 4.3.2 showed that religious discrimination and employee's satisfaction have a significant relationship ($p < 0.05$). Test of hypothesis two indicates that religious discrimination have negative significant influence on job performance minorities ($0.001 < 0.05$). This finding is supported by previous work by Abbass *et al*; (2011) where they remarked that religious discrimination in promotion of employee has a negative significant relationship with employee performance.

Ethnic Discrimination and Job Performance

The result of this analysis shows that there exists a significant relationship between ethnic discrimination and quality of job output. However, the relationship was negative. This implies that organizations which are characterized by ethnic discrimination will

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definitely have employees with low quality of output. Hence for organization to enhance the quality of work of their staffs, they should put in more effort to combat the idea of ethnic discrimination. Furthermore, the acceptance of the items in table 4.2.3 showed that ethnic discrimination has influence on job performance and the correlation coefficient in table 4.3.3 showed that ethnic discrimination and employee's satisfaction have negative significant relationship ($p < 0.05$). This finding is in line with that of Athena and Daisii (2014), which maintained that a negative relationship exists between ethnic discrimination and employee work related performance. The results also found similarity with the work of Nunez-Smith, et al (2009), whose work was concentrated on workplace discrimination and the turnover among healthcare workers. They concluded that the high rate of employees' turnover in the American healthcare system is largely due to the feelings by the workers that they are being discriminated against.

From the findings of this study, it can be concluded that workplace hostility affected the level of job performance of minorities(employees) in the Nigerian force.

RECOMMENDATIONS

The following recommendations are the recommendations for the study:

1. It is pertinent to properly train all personnel in the Nigerian force which includes the top officers to ensure that they are familiar with discriminatory laws.
2. Management of the Nigerian force should make sure that they give adequate response to the employees report on workplace hostility.

The following are the contribution to knowledge by this study:

1. The study revealed that workplace hostility have a negative influence on employees performance, and this leads to poor performance from the employees.
2. The study also established that response to those who reported the nefarious act of discrimination in the Nigerian force was not all effective.
3. The study also revealed that lower officers of the selected Nigerian force, have the highest rate of discrimination

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