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Perceived Ethnic Discrimination and Job Satisfaction among Employees in the Nigerian Public Sector

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Abstract:
This study investigated the moderating role of ethnic discrimination on job satisfaction and other work related attitudes. Nigeria as a whole comprises of various ethnic groups and the work environment is very diverse. This study was carried out to confirm if there is a relationship between perceived ethnic discrimination and job satisfaction using 270 staff of 3 different public sector organizations. This study was a cross-sectional research which was questionnaire-driven. Data were analyzed using Pearson correlation and t-test. The analyses revealed that perceived ethnic discrimination was negatively related to job satisfaction. The findings underscored the importance of ethnic diversity in corporate organizations and particularly reinforced the relationship between perceived discrimination and job satisfaction. It also revealed the need for continuous emphasis on diversity management in every organization.

Keywords: Perception, ethnic discrimination, job satisfaction, Nigeria, public sector

1. Introduction

Today's work environment is undergoing a major shift. Factors such as globalization, growing economies, and technological advancement are constantly presenting new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In this grow-or-die marketplace, the success of any organization relies on its workforce. Satisfied and committed employees are the most significant assets of any organization.

It is generally believed that Nigeria has 250 ethnic groups(Mustapha, 2004). Some estimates put the number at over 400 (Muhammed, Ayinla & Adeoye, 2006). The common agreement, however is that these ethnic groups are broadly divided into ethnic 'majorities' and ethnic 'minorities'. The numerically- and politically-major ethnic groups are the composite Hausa- Fulani of the North, the Yoruba of the Southwest and the Igbo of the Southeast. These three 'hegemonic' ethnic groups are popularly referred to by the generic term 'Wazobia'. All the other ethnic groups constitute different degrees of 'minority' status. There are 'large minorities' like the Ijaw, Kanuri, Edo, Ibibio, Nupe and the Tiv (Mustapha, 2004). According to Scott and Marshall (2005), individuals who consider themselves, or are considered by others, to share common characteristics that differentiate them from the other collectivities in a society, and from which they develop their distinctive cultural behavior, form an ethnic group. Otite (2010) notes that ethnicity derives from the exploitation of a consciousness of cultural difference. Individual, groups and ethnic differences are natural. Nigeria consists of numerous ethnic groups and cultural differences. Indeed, the beauty of Nigeria is its ethnic and cultural diversities (Omoyibo, Idahosa, & Ajayi, 2010).

Basically, the various ethnic groups in Nigeria exercise certain degrees of discrimination against each other (Agbakwuru, 2013). Each group sees itself as superior. This disposition is evident in all spheres of life: politics, sports, religion as well as economic and social endeavours. There is no gainsaying that government contracts are awarded to contractors from the awarding officers' ethnic groups (Ayoade, 2000).Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Thus, this research seeks to explain the effect of perceived ethnic discrimination on job satisfaction of employees in Public parastatals using Nigeria Petroleum Development Company (NPDC), Integrated Data Services Limited (IDSL), and Nigeria Postal Services (NIPOST), in Benin City, as case studies.

1.1. Statement of the Research Problem

Prior to the independence of the Nigerian nation, each tribe was suspicious of the other, and wanted to be privy to resource control (Thrill, 2011). The Federal Character Legislation brought into being the Federal Character Commission which supposedly monitors and enforces the Federal Character Principle especially in the appointments into all Federal Government Ministries and Extra-Ministerial Agencies. The Federal Character Commission was set up to ensure equitable sharing of posts and resources among its

federating components. There is however a notion that this legislation is not fully complied with (Thrill, 2011; Ayoade, 2000; Fajana, Owoyemi, Elegbede & Gbajumo-Sheriff, 2011). The perceived inequality in the appropriation of the nation's resources, not minding who produces what, has led to unrest and fighting in the Niger Delta and increased the incidence of agitation of fundamentalist groups such as Movement for the Actualization of the Sovereign State of Biafra (MASSOB), Movement for the Survival of Ogoni People (MOSOP), Odua People's Congress (OPC), Movement for the Emancipation of the Niger Delta (MEND), etc. Ethnic discrimination is experienced in most public organizations. In most cases, promotions, commendations, awards can be hijacked due to ethnic sentiments and granted to undeserving staff at the expense of those who truly deserve them. The workforce in Nigeria is increasingly diverse in ethnic differences. Hence, senior managers in particular need to understand the consequences of this diversity. Thus, the question of whether a person's ethnicity affects any aspect of his or her degree of job satisfaction deserves inquiry. Hence, the need for this research.

1.2. Research Questions
The questions this research seeks to answer include:
   i.   What is the demographic characteristics of the study participants.
   ii.   What is the relationship between perceived ethnic discrimination and job satisfaction.
   iii. What impact does ethnic discrimination have on the level of job satisfaction of employees?

1.3. Objective of Study
The objective of this study is to examine how employees' perception of ethnic discrimination affect their level of job satisfaction at the workplace.
In the present study, we relate individuals' perceived ethnic discrimination, to their reactions to the job and to the organization.
The sub objectives of this study are:
   a)   To describe the demographic characteristics of the study participants.
   b)   To ascertain if there is a relationship between employees' perception of ethnic discrimination and job satisfaction in the Nigerian workplace.
   c)   To study the impact of the perceived ethnic discrimination on job satisfaction.

1.4. Hypothesis
   • H_0: There is no significant relationship between employee perceived ethnic discrimination and employee job satisfaction.
   • H_1: There is a significant relationship between employee perceived ethnic discrimination and employee job satisfaction.

1.5. Significance of the Study
This study is relevant for several reasons. There have been some researches carried out about ethnicity and its impact on job satisfaction using western samples with little effort to show its impact using Nigerian samples. It is therefore important to find out the perceived and real impact of ethnic discrimination on Nigerian workers.
This study is relevant to the extent that it will help to provide academic and research information on the role of ethnicity as a determinant of job satisfaction. Hence, it will be of interest to employers, employees, the academic community, labour unions and policy makers. It will be a valuable tool for effective policy making with a view to reversing the negative trends and theories that play down on the ethnic discrimination of workers.

1.6. Scope of the Study
The scope of the study is defined in terms of conceptual scope, temporal scope and geographical scope. The study covers the staff in NIPOST, IDSL, and NPDC and their various ethnic backgrounds in Nigeria who are currently in active service. The geographical scope is Benin-City, that is, all staff of NIPOST, NPDC, and IDSL working in Benin City.
The temporal scope covers the period of December 2014. This is therefore essentially a cross-sectional study. In terms of conceptual scope, the work is limited to ethnic discrimination and job satisfaction among staff in the organizations of interest.

1.7. Limitations of the Study
The greatest limitation is its reliance on self-report data, which seems to be a perennial problem for studies in this area. Self-report data are problematic where the participant may answer questions not truthfully to portray themselves as socially acceptable. Another aspect of this study that may be viewed as both a strength and a limitation is its diverse sample, we relied on employees from three large organizations of different settings, and positions, thus increasing the ethnic validity of our findings to a degree but we cannot say we covered every ethnic group in Nigeria as there are likely to be some respondents from some minority ethnic groups that were not available to be given a copy of the questionnaire.

2. Literature Review

2.1. Introduction
In employee relations, perception is as important as reality. It is important to study employee perceptions of discrimination because they affect key areas of human resource management and development, such as recruitment, compensation, organizational culture, and

employee relations. Furthermore, when individuals feel they are mistreated because of their group membership, they often feel alienated and angry, which can result in negative work-related behaviours.

2.2. Ethnic Discrimination in the Workplace
Ethnic discrimination is bounded by a number of theories. Some of these theories are Intergroup Theory, and the Social Identity Theory. According to Crane and Matten (2010), discrimination in the business context occurs when employees receive preferential (or less preferential) treatment on grounds that are not directly related to their qualifications and performance on the job. To discriminate is to note a difference between things, which in itself is not necessarily bad. Noticing that one employee is more qualified than another is a necessary factor for making hiring decisions. Noticing that another employee is taking on leadership responsibilities exceptionally well is equally a necessary factor for making promotion decisions. Discrimination means allowing oneself to be influenced by stereotypes about groups of people rather than looking for individual characteristics.

Ethnic discrimination in Nigeria is passed from one generation of Nigerians to the other through the process of socialization. This factor has made the eradication of the problem very difficult (Agbakwuru, 2013). People do not know much about other ethnic groups. They simply depend and act based on selfish and biased information they have gathered about such groups, this situation creates a type of social interaction and relationship that is unhealthy among them (Agbakwuru, 2013). It is pretty difficult for one to obtain a job in any organization unless "his" tribal man is there. If he is employed, he faces all sorts of odds because he is of a different ethnic group. Discrimination in hiring and firing of staff occurs when staff or managers make derogatory or ethnic remarks towards a certain person or group of people. For example, this happens when a qualified non-indigene is automatically rejected when he/she applies for a particular vacancy. Discrimination can often surface in an ostensibly 'objective' form through the definition of job criteria in such a fashion that they automatically make the job beyond the reach of a great number of potential applicants. In many cases, these job criteria might not necessarily be crucial to the achievement of the job role, yet they disadvantage certain parts of the population more than others (Crane & Matten, 2010). Discrimination in promotion to senior positions occurs when ethnic minorities are severely under-represented on Boards of Directors (Crane & Matten, 2010). This also occurs where one person gets promotion even though other colleagues may be better qualified and experienced, but are overlooked because they come from minority groups. During formal and informal relationships at work, discrimination can surface in the form of harassment such as constantly picking on one particular member or staff. It can take the form of bullying. For example, regularly joking about, shouting at, or demeaning a particular employee. Another area of discrimination is in the aspect of compensation. Discrimination occurs where an employer pays an employee from a different ethnic group less than he/she pays similarly situated employees from his/her ethnic group, and yet the employer's explanation (if any) does not satisfactorily account for the differential.

During periods of downsizing, employees find their jobs at risk as most human resource managers disengage workers based on bias or ethnic discrimination rather than by focusing on job-related reasons. This makes it difficult for employees to commit themselves fully to the organization (Denisi & Griffin, 2009). Discrimination in organizations' job advertisements, recruitment policies and plans occurs in situations where unwritten rules apportion certain jobs or positions within a company to be carried out only by a particular ethnic group.

Ethnic diversity is the idea of having people from different backgrounds or of different ethnicities working together for one common cause (Hooghe, Reeskens & Stolle, 2007).Ethnic diversity in workforce presents a myriad of opportunities and challenges to both public and private organizations. Those organizations that manage ethnic diversity effectively reap a number of positive benefits, such as increased productivity, higher rates of retention, and greater ability to recruit high-profile candidates.

2.3. Intergroup Theory
Intergroup theory suggests that two types of groups exist in organizations. These are identity groups and organizational groups (Alderfer, Alderfer, Tucker, & Tucker, 1980; Thomas & Alderfer, 1989). For example, one's identity group may include individuals with similar demographic characteristics, such as ethnicity, gender, or age, whereas one's organizational group may include individuals who share similar tasks, hierarchical status, or function. According to this perspective, employees are constantly trying to balance the competing demands and expectations based on membership in their identity and organizational groups. Intergroup theory suggests that it is important to consider a constellation of organizational relationships, such as individuals and their relationship with their co-workers, their supervisors, and the organization itself, in assessing the impact of perceived ethnic discrimination.

2.4. Social Identity Theory
Social identity theory (Capozza & Brown, 2000; Tajfel & Turner, 1985) suggests that people classify themselves and others into social categories and then identify more with members of their own category (in-group) than with members of other categories (out-group). According to this perspective, identity has a social component derived from salient group memberships, such as gender, race, ethnic, class, and nationality (Ashforth & Mael, 1989). People may identify more with individuals who are similar along a dimension of social identity that they believe has been used as the basis of discrimination against them (Wharton, 1992).Social identity theory is a useful framework for defining perceived ethnic discrimination, but it is important to recognize that an individual's identification with a particular group is not limited to ethnicity, and does not occur in isolation. Additional aspects of group membership and the environmental context (that is, the organization) must be considered as well.

2.5. Employees' Job Satisfaction

Managers, supervisors, human resource specialists, employees, and citizens in general are concerned with ways of improving job satisfaction. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Milkovich and Boudreau (1997) agree with this definition by viewing job satisfaction as a pleasurable or positive emotional reaction to a person's job experiences. Job satisfaction is induced from job attributes. These attributes include: the nature of the job, pay, promotion, benefits, supervisor and supervisory style, co-workers, work conditions, communication, safety, productivity and organizational policy (Cherniss & Kane, 1987; Bell & Waver, l987; Hackman & Oldham, 1975; Judge & Saari 2004). In addition, the literature identifies growth opportunities and job security as factors that influence an employee's perception of job satisfaction (Bajpai & Srivastava, 2004; D'Souza, 2002; Jha, Gupta & Yadav 2008; Singh & Kohli, 2006; Thakur, 2007).In summary it can be deduced from the above definitions that job satisfaction is a feeling; a response of an individual to the totality of his job experience such as environment, salary, degree of informal relationship, communication channels and security of job. It is personal and psychological in nature. It is this feeling that determines the individual's motivation or lack of motivation.

Job satisfaction is a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level of job satisfaction holds negative feelings (Robbins, Judge, & Vohra, 2012).The impact of satisfied and dissatisfied employees in the workplace differs along two response dimensions: constructive/destructive response and active/passive response. According to Robbins, Judge and Vohra (2012), the response are as follows:

   i.   Exit: The exit response directs behaviour towards leaving the organization, including looking for a new position as well as resigning;
   ii. Voice: The voice response includes actively and constructively attempting to improve conditions, including suggesting improvement, discussing problems with superiors, and undertaking some forms of union activities;
   iii. Loyalty: The Loyalty response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing"; and
   iv. Neglect: The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.

The consequences of dissatisfaction are lack of commitment, absenteeism and tardiness, long and frequent visit to the rest room, long lasting lunch time, militant unionism, grievance, quitting behaviour, resignation and labour turnover (Arnold & Mahler, 2010; Koh & Boo, 2001). Job satisfaction serves as a mediator between work exhaustion and turnover intention (Rutner, Hardgrave & McKnight, 2008).

2.6. Equity Theory

Equity theory deals with what satisfies and dissatisfies people at work. Employees are satisfied or dissatisfied based on their perception of equity or fairness in the job rewards they receive such as pay, promotion, recognition, and so on. The key word is PERCEPTION. It is defined as the process by which people interpret and attach meaning to their experiences or symbols. This is because a manager might think there is a perfect state where there should be no grumbling but unless his subordinates perceive it as such there will be no satisfaction. Inputs and outcomes were the premise of equity theory (Mowday, 1992). The individual measures equity by comparing the ratio of his or her job inputs with his or her job outputs or outcomes. Employees also evaluate their inputs/outcomes by comparing them with the inputs and outputs of their counterparts or co-equals. These inputs are qualifications, work experiences, amount of effort and time put in the job, age and others, while the outputs have to do with pay, promotion, recognition, and other benefits. Satisfaction occurs when the employee perceives a similarity between his/her own inputs and his/her outcomes in relation to the similarity between the inputs/outcomes of his/her counterparts.

The input/outcomes relationship may be expressed mathematically as:

$$O_1/I_1 = O_2/I_2 \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (1)$$

Where,
O_1 = output of employee 1
I_1 = input of employee 1
O_2 = output of employee 2
O_2 = input of employee 2

Dissatisfaction occurs where the employee observes or discovers a discrepancy in the outcomes he or she gets compared to his or her inputs in comparison with the inputs/outcomes of his/her counterparts. That is dissatisfaction occurs when:

$$O_1/I_1 < O_2/I_2 \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (2)$$

3. Methodology

Using convenience sampling method, Benin City was chosen as the geographical scope in this study. Three different organizations namely: Nigeria Petroleum Development Company (NPDC), Nigeria Postal Service (NIPOST), and Integrated Data Services Limited (IDSL) were used based on the assumption that these organizations have a high level of ethnic diversity. In addition, they are Federal Government agencies and are subject to the Federal Character policies of the government. The population of study consists of people of all the ethnic groups in Nigeria presently working in NPDC, NIPOST, and IDSL in Benin City as at December, 2014.The

population of staff in NPDC is 504, while the population of staff in NIPOST is 303, and the population of the staff in IDSL is 342. The entire population of the study therefore is 1149.

Using the Yamane (2002) formula for sample size determination we have:

$$n = \frac{N}{[1-N(e)^2]} \quad \text{................. (3)}$$

Where,

n = sample size

N = Population

1 = Constant

e = Acceptable margin of error

In this case we consider 5%, that is, 0.05 margin of error as a sufficient level of accuracy or significance.

Substituting this value into the above formula, we have;

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

$$n = \frac{1149}{1+1149(0.05)^2} = 296.7 \text{ approximately } 297$$

Thus the sample size in this study was 297. This size was apportioned to the different groups (organisations) based on the proportions of the populations. The result is shown in Table 1.

S/N	Name	No. of Staff (Population)	Calculated Sample Size	Approximate Estimate
1	NPDC	504	130.2	131
2	NIPOST	303	78.3	79
3	IDSL	342	88.4	89
Total		**1149**	**297**	**299**

Table 1: Sample Size
Source: Field work 2014

In each organization, the respondents were given copies of the questionnaire based on purposive sampling in order to ensure that managers, supervisors, and other staffs were adequately covered and also to ensure that various ethnic groups in Nigeria are adequately covered. A total of 299 copies of the questionnaire were administered to respondents out of which 270 were returned. This represents about 93% response rate.

The Perceived Ethnic Discrimination Questionnaire-Community Version (PEDQ-CV) by Brondolo, Kim, Onetta, Coakley, Tamar, Shola, & Erika (2005) and Job Satisfaction Index (JSI) were adopted for this research (Brayfield, Arthur, Rothe, & Harold 2012).

Employees responses to various aspects of job satisfaction were measured on a five point Likert scale. These are: Highly Dissatisfied (HD), Dissatisfied (D), Fairly Satisfied (FS), Satisfied (S), and Highly Satisfied (HS).

The questions answered against each response were then coded as (1, 2, 3, 4, or 5), representing HD, D, FS, S, & HS respectively.

The ratio of the total point of each response over the total number of questions answered, that is (JSI) = (total point / total question) was then computed. Employees responses to various aspects of perceived ethnic discrimination were then measured on a five point Likert scale to determine the degree of ethnic discrimination they perceived using the scale: Strongly Disagree (SD), Disagree (D), Indifferent (I), Agree (A), and Strongly Agree (SA).

Using SPSS, Pearson correction was used to correlate data and test hypothesis. The level of significance used was 0.05

Organization	Male	Female	Single	Married	Widowed	21-30yrs	31-40yrs	41-50yrs	51-60yrs
NPDC	62 (48.43%)	66 (51.56%)	63 (49.22%)	53 (41.41%)	12 (9.38%)	25 (19.53%)	59 (74.68%)	12 (15.19%)	32 (40.51%)
IDSL	34 (53.97%)	29 (43.06%)	12 (19.05%)	51 (80.95%)	0	16 (25.39%)	27 (42.85%)	20 (31.75%)	0
NIPOST	42 (53.16%)	37 (46.84%)	22 (27.85%)	57 (72.15%)	0	19 (24.05%)	11 (13.92%)	42 (53.16%)	7 (8.86%)
TOTAL	138	132	97	161	12	60	97	74	39

Table 2: Demographic distribution of respondents in the three organizations
Source: Field work 2014

A total of 270 participants from three organizations (NPDC, IDSL and NIPOST) were investigated for perceived ethnic discrimination and job satisfaction in work organizations.

From Table 2 above, NPDC had 128 (47.4%) participants with males being 62(48.43%) while females were 66 (51.56%). Of the 128 participants in NPDC, 63 (49.22%) were single; 53 (41.41%) were married, while 12 (9.38%) were widowed. A total of 25 (19.53%)

were between the 21-30 age bracket; 59 (74.68%) were of the 31-40 age bracket; 12 (15.19%) were of the 41-50 age bracket, while 32(40.51%) were of the 51-60 years' age bracket.

IDSL had 63 (23.33%) participants with males being 34 (53.97%), while females were 29 (43.06%). Of the 63 participants in IDSL, 12 (19.05%) were single while 51 (80.95%) were married. Of these figure, 16 (25.39%) were of age range 21-30 years; 27 (42.85%) were between the age range 31-40 years; 20 (31.75%) between 41-50 years while 0 (0%) were in the 51-60 years' age range.

NIPOST had 79 (29.26%) with males being 42 (53.16%) while the females were 37 (46.84%). Of the 79 participants in NIPOST, 22 (27.85%) were single while 57 (72.15%) were married. 19 (24.05%) were between 21-30 years; 11 (13.92%) were between 31-40 years; 42 (53.16%) were between 41-50 years while 7 (8.86%) were between 51-60 years of age.

4. Presentation, Analysis and Interpretation and Results

The responses obtained from the questionnaire are presented in tabular form as shown in Table 3

	NPDC		IDSL		NIPOST		ALL COMPANIES	
	MEAN	STD	MEAN	STD	MEAN	STD	OVERALL MEAN	OVERALL STD
Job Satisfaction	2.631	1.012	2.408	0.471	1.373	0.182	2.1	0.671
Perceived Ethnic Discrimination	3.763	0.810	3.697	0.721	3.799	0.747	3.8	0.052

Table 3: Mean and Standard Deviation for all the Organizations
Source: Field work 2014

- Remarks: STD stands for Standard deviation

Table 3 shows that on the average, while the three organizations agree to perceived ethnic discrimination, NPDC staff were fairly satisfied with their job, IDSL staff were dissatisfied with their job, and NIPOST staff were highly dissatisfied with their job.
The overall mean shows that for the three organizations, the respondents agree to the existence of perceived ethnic discrimination and they were dissatisfied with their job.

	NPDC				IDSL				NIPOST			
AGE RANGE	JSI		PED		JSI		PED		JSI		PED	
	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD
21-30	1.382	0.156	4.484	0.175	1.778	0.149	4.415	0.139	1.366	0.164	4.641	0.106
31-40	2.425	0.723	4.047	0.431	2.385	0.173	3.926	0.446	1.255	0.085	4.380	0.106
41-50	3	0.777	3.483	0.522	2.943	0.173	2.814	0.284	1.343	0.128	3.476	0.504
51-60	3.852	0.179	2.597	0.439	NA	NA	NA	NA	1.757	0.148	2.538	0.165

Table 4: Mean and Standard Deviation of Job satisfaction and Perceived ethnic discrimination in NPDC, IDSL, and NIPOST classified by age range
Source: Field work 2014

- Remarks: JSI = Job Satisfaction Index
  - PED = Perceived Ethnic Discrimination
  - NA = Not Available

Table 4 above shows that the younger employees (between 21 to 40 years) perceived more ethnic discrimination than the older employees. Younger employees scored low on job satisfaction compared to the older employees. That is, the older the employee becomes, the more satisfied (or the less dissatisfied) they are with the job. This is perhaps because they have already adjusted to the system of ethnic discrimination in the organization coupled with the fact that they are getting closer to retirement age and have less opportunities outside the organization.

	NPDC				IDSL				NIPOST			
STATUS	JSI		PED		JSI		PED		JSI		PED	
	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD
Single	1.715	0.471	4.371	0.176	1.704	0.058	4.428	0.158	1.341	0.165	4.619	0.114
Married	3.424	0.408	3.290	0.524	2.573	0.356	3.525	0.694	1.385	0.189	3.482	0.638
Widowed	3.946	0.094	2.167	0.264	Na	Na	Na	Na	Na	Na	Na	Na

Table 5: Mean and Standard Deviation of Job satisfaction and Perceived Ethnic Discrimination in NPDC, IDSL and NIPOST classified by marital status
Source: Field work 2014

- Remarks: N/A – Not Available

Table 5 shows that the staff who are single reported lower on job satisfaction scores compared to the married and widowed staff. The singles also perceived high ethnic discrimination as compared to the married and widowed staff. This can be attributed to the fact that singles are very mobile to explore better opportunities elsewhere.

GENDER	NPDC				IDSL				NIPOST			
	JSI		PED		JSI		PED		JSI		PED	
	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD	MEAN	STD
Male	2.499	1.123	3.792	0.899	2.056	0.302	4.281	0.276	1.329	0.130	4.410	0.261
Female	2.757	0.874	3.647	0.706	2.821	0.238	3.013	0.404	1.423	0.219	3.106	0.450

Table 6: Mean and Standard Deviation NPDC, IDSL, NIPOST classified by gender
Source: Field work 2014

Table 6 shows that females reported high on job satisfaction compared to the male. The female perception of ethnic discrimination was consistently lower than males across the three organizations.

Testing Hypothesis:
1. H_0: there is no significant relationship between perceived ethnic discrimination and employee job satisfaction.

Variables	Significance	Employee Job Satisfaction	Perceived Ethnic Discrimination
Employee Job Satisfaction	Pearson Correlation	1	-0.63813
	Sig. (2-tailed)		
	N	270	270
Perceived Ethnic Discrimination	Pearson Correlation	-0.63813	1
	Sig. (2-tailed)		
	N	270	270

Table 7: Summarized Report for Test of Hypothesis One
Source: field work, 2014

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

From the Table 7 presented above,
r cal: 0.63813
r table value: 0.139 at 5% level significance.
The simplest formula for computing the appropriate t value to test significance of a correlation coefficient employs the t distribution.
Observe that r =0.63813
Coefficient of determination which is the r-squared = 0.407, this means that 40% of variation in job satisfaction is explained by perceived ethnic discrimination.
In order to test if the relationship is significant, thus:
$t = r \sqrt{(N-2)/(1-r^2)}$……………..(4)
Where t = t calculated
r = correlation
N = sample size representing the population
r = 0.63813
N=270
t =0. 63813 √270 – 2/ 1- 0.407= 13.5659
Set level of significance is assumed to be 0.05 determined by a 2 tail test
From the calculation above;
t calculated : 13.5659
t critical value : 1.984
Decision rule: where r calculated value (r cal) is greater than critical r value (r table) and also where the calculated value of t is greater than the critical value of t, reject the null hypothesis, (H_0) and there is no significant relationship between perceived ethnic discrimination and employee job satisfaction, and accept the alternative hypothesis H_1, that there is a significant relationship between perceived ethnic discrimination and employee job satisfaction.
From the data presented above, the Pearson's correlation coefficient calculated r absolute value is -0.63813 which is greater than the critical table value of r = 0.139 at 5% significance level. This shows that there is a negative relationship between perceived ethnic discrimination and employee job satisfaction.
Calculated value of t is 13.5659 which is greater than the critical table value of t =1.984 at 5% significance level. This shows that the relationship between employee perceived ethnic discrimination and employee job satisfaction is significant.

Since the r calculated value (r calc) is greater than the critical table value (r table) and also since the t calculated value (t cal) is greater than the critical table value (t table), reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), i.e. since r calc = -0.63813 > r tab = 0.139, and t calc = 13.5659> t tab = 1.984 we reject H_0 and accept H_1.

It is therefore concluded that there is a significant but negative relationship between employee perceived ethnic discrimination and employee job satisfaction.

5. Conclusion

Overall, high levels of discrimination were reported by the respondents in this study. In addition, it is important to note that there is a significant relationship between perceived ethnic discrimination and job satisfaction. This suggests that ethnic discrimination creates an overall negative work environment for all employees. Most of the employees within the age range of 21 to 40 years perceived more ethnic discrimination than those within the age range of 41 to 60 years. Similarly, males perceived more ethnic discrimination in the organization than females. The results also show that most employees who are not married perceived more ethnic discrimination compared to those who are married and widowed. The married and widowed could either ignore or bear ethnic discrimination to some extent than the single staff.

The results of this study suggest that perceived ethnic discrimination in the work organization was related to employees' attitudes and behaviours and that there is a significantly negative relationship between perceived ethnic discrimination and job satisfaction. Perceived ethnic discrimination was a significant predictor of respondents' level of job satisfaction. This study also falls in line with findings from the previous study of Sanchez and Brock (1996) which showed that perceived ethnic discrimination contributes to higher work tension and decreases job satisfaction. The study by McGowon (2010) also showed that perceived ethnic discrimination was negatively related to job satisfaction.

This study makes several theoretical contributions and suggests several directions for future research. The study shows that perceived ethnic discrimination is related to job satisfaction, thus indicating that it is important for future researchers to use an expanded conceptual framework.

Respondents from NPDC reported that they were fairly satisfied with their job and agreed to the existence of perceived ethnic discriminations in the organisation.

Respondents from IDSL reported to be dissatisfied with their job and agree to perceived ethnic discrimination.

Respondents from NIPOST reported to be highly dissatisfied with their job and agree to perceived ethnic discrimination.

This study shows that employees' job satisfaction decreases as their perception of ethnic discrimination increases. The result from testing the hypothesis shows that there is a significantly negative relationship between perceived ethnic discrimination and job satisfaction.

5.1. Recommendation

The results suggest that employee perceptions are powerful and that human resource professionals can play instrumental roles in managing these perceptions. Human resource development professionals can play important roles in empowering employees, supervisors, and the organization to manage and address both the realities of negative perceptions and subsequent deleterious effects of these perceptions. A commitment to addressing employees' perceptions of discrimination can be emphasized early enough and communicated to new employees and managers in orientation sessions. In addition, regular training and development of supervisory skills could be expanded to offer practical suggestions on how to manage employee perceptions of ethnic diversity and discrimination.

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