



WORKPLACE DISCRIMINATION AND ORGANIZATIONAL GROWTH IN EXXONMOBIL NIGERIA UNLIMITED, AKWA IBOM STATE, NIGERIA

Udo Edidiong Udo¹, Abasiokong Hannah Solomon², and Udo Agnes Umana³

¹Department of Business Administration, Michael Okpara University of Agriculture, Umudike.

²Department of Public Administration, Akwa Ibom State University, Obio Akpa.

³Department of Business Management, University of Uyo, Uyo.

*Corresponding Author's Email: eddybest93@yahoo.com

Cite this article:

Udo, E. U., Abasiokong, H. S., Udo, A. U. (2025), Workplace Discrimination and Organizational Growth in Exxonmobil Nigeria Unlimited, Akwa Ibom State, Nigeria. African Journal of Law, Political Research and Administration 8(1), 41-57. DOI: 10.52589/AJLPRA-FKTJAJMZ

Manuscript History

Received: 18 Nov 2024

Accepted: 5 Jan 2025

Published: 14 Jan 2025

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ABSTRACT: *The researchers examined workplace discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. The core objective of the study was to determine the relationship between workplace discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. The researchers adopted survey research design. The study population centered on all the employees of ExxonMobil Nigeria Unlimited, Akwa Ibom State. A sample size of 95 respondents was selected for the study. The assembled sample had the same proportion of individuals as the entire population; thus, complete enumeration sampling procedures was used to obtain the data for the study. Questionnaire were the main instrument for data collection. Pearson Product Moment Correlation (PPMC) Analysis was used to analyse the data from the field. The result revealed a positive and significant relationship between the proxies of workplace discrimination (Gender Discrimination and Ethnic Discrimination) and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. The researchers concluded that promoting gender equality and reducing ethnic discrimination among employees will result in an increase in organizational growth. They further recommended that ExxonMobil Nigeria Unlimited, Akwa Ibom State should implement targeted gender sensitivity training programs and promote equitable opportunities for career advancement. Also, ExxonMobil Nigeria Unlimited, Akwa Ibom State should adopt policies that celebrate diversity, ensure fair recruitment practices, and foster inclusive teamwork.*

KEYWORDS: Workplace Discrimination, Organizational Growth, Gender Discrimination, Ethnic Discrimination and ExxonMobil Nigeria Unlimited.



INTRODUCTION

In fostering a supportive and equitable work environment for employee, the concept of workplace discrimination has become imperative. Employers have been placed on the responsibility of implementing and enforcing policies that promote diversity, equity, and inclusion. Addressing workplace discrimination is not only a legal and ethical obligation but also a strategic approach to ensuring a diverse and harmonious workforce, which can enhance creativity, innovation, and overall organizational growth. The term workplace discrimination refers to the unfair or prejudicial treatment of employees or job applicants based on characteristics such as race, gender, age, religion, disability, sexual orientation, or other protected attributes. This discriminatory behavior can manifest in various forms, including biased hiring practices, unequal pay and denial of promotions, harassment, as well as exclusion from opportunities (Green, Jones & White, 2020). The discriminatory behaviour also undermines employee morale, reduces productivity, and damages an organization's reputation, often resulting in legal consequences and financial penalties (Johnson & Carter, 2020). Such discriminatory behaviour not only violates fundamental principles of equality but also contravenes labor laws and organizational policies designed to foster inclusivity and fairness in the workplace. There is a need for firms to embrace social sustainability and balance their responsibilities towards people, the planet and profit (Udo, 2023).

All organizations aim at increasing their growth. Organizational growth refers to the process by which an organization expands its capacity, operations, and market reach to achieve its strategic objectives. It is often characterized by increases in revenue, workforce, product or service offerings, and overall market influence. Growth can occur inorganically through mergers, acquisitions and strategic alliances or organically through internal development, such as innovation, improved efficiency, expanded customer bases or through increased employee's commitment to work. This growth is essential for organizations to remain competitive, adapt to changing market dynamics, and meet stakeholder expectations in a rapidly evolving global environment. According to Udo, Baridam and Akpan (2023), the current changing business environment demands that firms strive for organizational success. Businesses fight against each other in order to upsurge their own market share and often try to get customers from other firms (Eno & Udonde, 2022) in an attempt to increase their organization's growth. Effective organizational growth depends on a combination of factors, including strong leadership, resource optimization, strategic planning, and the ability to embrace change and innovation. It is a multidimensional process influenced by internal capabilities such as employee performance, technological advancement, and financial stability, as well as external factors like market trends, customer behavior, and regulatory policies. Achieving sustainable growth requires organizations to balance short-term gains with long-term strategic investments, ensuring resilience and adaptability in an ever-changing business landscape.

ExxonMobil Nigeria Unlimited is one of the leading oil and gas industries in Akwa Ibom State with its office located at Ibeno. It is involved in the exploration and production of crude oil and natural gas, the manufacture of petroleum products, and the transportation and sale of crude oil, natural gas, and petroleum products. ExxonMobil Nigeria Unlimited is a major manufacturer and marketer of commodity and specialty petrochemicals and has interest in electric power generation facilities. One of the ways in which ExxonMobil Nigeria Unlimited can conveniently achieve its organisational growth is by bridging the discrimination gap existing in their workplace and, for this purpose, workplace discrimination is a critical component to be understudied.



Workplace discrimination negatively impacts organizational growth by creating a toxic work environment that undermines employee morale, productivity, and engagement. Discrimination, whether based on race, gender, age, religion, or other factors, fosters resentment and division among employees, leading to higher turnover rates, absenteeism, and legal liabilities. It stifles creativity and innovation by discouraging diverse perspectives and talents from thriving, which are essential for competitive advantage. Additionally, discriminatory practices damage an organization's reputation, making it less attractive to top talents and customers who prioritize ethical practices. Conversely, promoting inclusivity and fairness enhances employee satisfaction, collaboration, and overall performance, driving sustainable growth.

Employees in the oil and gas industry in Akwa Ibom State face significant challenges as a result of workplace discrimination based on their race, gender, age, religion, or other factors, which often hampers the attainment of organizational growth. To checkmate the activities in this sector, this study was conducted to examine the relationship between workplace discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State, Nigeria.

Statement of the Problem

Employees are major assets to any organization. They play an important role towards the organization's success (Udo, Udonde & Udo, 2024). Equipping these unique assets through the provision of a conducive working environment has become imperative in order to maximize their job performance and expected future performance. However, the declining satisfaction of employees has been linked to workplace discrimination practices such as race discrimination, gender discrimination, age discrimination and even religious discrimination. Workplace discrimination in ExxonMobil Nigeria Unlimited, as in any organization, can manifest in various forms, including gender bias, ageism, ethnic discrimination, and favoritism. Such practices create a toxic work environment where employees feel undervalued and alienated. This often results in reduced morale, lower productivity, and high turnover rates, as affected employees may disengage from their roles or seek employment elsewhere.

Additionally, discriminatory practices can lead to a lack of diversity in the workforce, stifling innovation and reducing the organization's ability to leverage varied perspectives in decision-making and problem-solving. Discrimination tarnishes the organization's reputation, leading to decreased customer trust and loyalty, particularly in a competitive industry like the oil and gas. Legal repercussions from discrimination lawsuits can result in financial losses and further reputational damage, thus resulting in the inability to retain top talents due to discriminatory practices undermining operational efficiency and growth potential.

Employees in the oil and gas industry face significant challenges as a result of workplace discrimination based on their race, gender, age, religion, or other factors, which often hampers the attainment of organizational growth. Increasing growth is a principal task of any organization and for an organization to achieve this, concepts such as workplace discrimination that can hinder organisational growth need to be understudied. It was based on this backdrop that the researchers carried out this study in order to articulate on what could constitute an increased organisational growth in the oil and gas industries and to determine the relationship between workplace discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.



Objectives of the Study

The main objective of the study was to examine the relationship between workplace discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. Specifically, the study sought to:

- i. Determine the relationship between gender discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.
- ii. Examine the relationship between ethnic discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.

Research Questions

The following research questions were formulated from the objectives of the study as stated below:

- i. What is the relationship between gender discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State?
- ii. What is the relationship between ethnic discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State?

Research Hypotheses

For the successful completion of this study, the following research hypotheses were formulated by the researchers;

H₀₁: There is no significant relationship between gender discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.

H₀₂: There is no significant relationship between ethnic discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.

Significance of the Study

This study is invaluable for uncovering the subtle and overt ways discrimination manifests within the workplace and its ripple effects on organizational growth. By highlighting the consequences of workplace discrimination, such as employee turnover, reduced innovation, and reputational damage, the findings would guide the development of policies and strategies to promote diversity, equity, and inclusion. This will not only enhance employee satisfaction and loyalty but also drive profitability and competitiveness in the oil and gas industry.

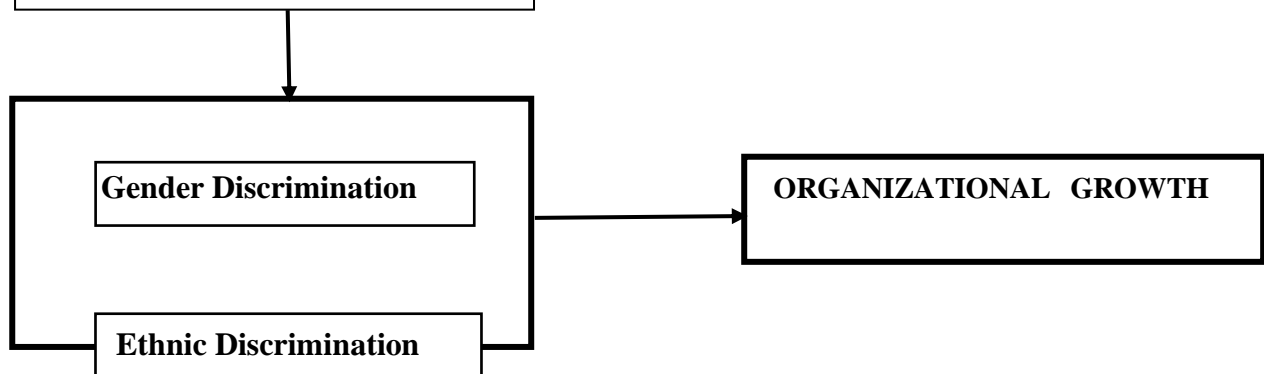


LITERATURE REVIEW

Conceptual Framework

Independent Variable

WORKPLACE DISCRIMINATION



Dependent Variable

ORGANIZATIONAL GROWTH

Source: *Researchers Conceptualization (2024)*

The Concept of Workplace Discrimination

Workplace discrimination refers to the unfair or unequal treatment of employees based on characteristics such as race, gender, religion, age, disability, or sexual orientation rather than job performance or qualifications. It can occur at any level within an organization and often manifests in hiring, promotions, salaries, work assignments, or termination (Green *et al.*, 2020). Such discrimination undermines employee morale and creates an unproductive work environment, leading to legal, ethical, and operational challenges for businesses (Khan, Smith & Williams, 2019). Discrimination in the workplace is not always overt; it can also occur subtly through micro aggressions, stereotyping, or bias embedded in workplace policies. For instance, unintentional biases in recruitment or performance evaluations may favor certain groups over others, perpetuating inequality (Smith & Thomas, 2021). This systemic form of discrimination, often called institutional bias, further entrenches disparities and limits opportunities for marginalized groups to excel in their careers (Anderson, 2022).

The impact of workplace discrimination extends beyond affected individuals to the broader organization. Employees who experience discrimination often report lower job satisfaction, reduced engagement, and higher turnover rates (Johnson & Carter, 2020). This, in turn, affects team cohesion, reduces productivity, and increases recruitment costs for businesses. Moreover, organizations with a culture of discrimination risk damaging their reputation and losing competitive advantage in an increasingly diverse global market (Williams, Roberts & Turner, 2021).



In many countries, workplace discrimination is prohibited by law, and organizations are obligated to ensure a fair and inclusive work environment. Measures such as implementing diversity training, establishing grievance mechanisms, and monitoring workplace practices are essential for mitigating discrimination (Brown & Lopez, 2019). Such interventions promote equity and help organizations harness the benefits of a diverse workforce, including enhanced creativity, innovation, and problem-solving capabilities (Taylor, 2023). Ultimately, combating workplace discrimination requires a proactive approach that goes beyond compliance to fostering a culture of respect, inclusion, and accountability. Leaders must lead by example, addressing biases and promoting equal opportunities for all employees (Miller & Davis, 2022). By doing so, organizations can create environments where all employees feel valued, leading to improved performance, loyalty, and sustainable growth.

Variables of Workplace Discrimination

Various variables constitute workplace discrimination. These include ethnic discrimination, gender discrimination, race discrimination, age discrimination, religion discrimination, disability discrimination, sexual orientation, or other protected attribute. However, from the foregoing, the main moderating factor of workplace discrimination that influences organisational growth in the oil and gas industries considered for this study were gender discrimination and ethnic discrimination.

Gender Discrimination: Gender discrimination refers to the unequal treatment or consideration of individuals based on their gender, often resulting in disadvantages for one gender over another. This type of discrimination manifests in various contexts, including the workplace, education, politics, and personal relationships. It is deeply rooted in societal norms and cultural perceptions that dictate specific roles, behaviors, and opportunities for different genders (Khatri & Bajracharya, 2020). The discrimination can affect men, women, and non-binary individuals, though women and gender minorities are typically the most affected. At its core, gender discrimination limits the potential and opportunities of individuals by undermining their abilities and contributions based solely on their gender identity (Sharma & Soni, 2021).

The workplace is one of the most prevalent environments for gender discrimination, where women and gender minorities often face barriers such as unequal pay, limited career advancement, and harassment. These disparities are compounded by biases in hiring practices, job assignments, and evaluations, which tend to favor men for leadership roles and more lucrative opportunities (Patel & Kumar, 2019). Moreover, women and gender minorities frequently encounter glass ceilings, invisible barriers that hinder their professional growth regardless of their qualifications or skills (Nagar & Gupta, 2022). Such biases not only harm the individuals directly affected but also perpetuate inequality and reduce the overall effectiveness of organizations (Singh & Mehta, 2020).

In education, gender discrimination often takes the form of stereotypes about academic abilities or expected career paths. For instance, girls and women may be steered away from STEM (Science, Technology, Engineering, and Mathematics) fields, while boys may be discouraged from pursuing careers in nursing or early childhood education (Jain & Pooja, 2018). These gendered expectations limit the academic and professional options available to individuals, reinforcing traditional roles that do not align with the evolving societal demand for diverse skill sets and inclusive career paths (Srivastava & Verma, 2021). Gender biases in education are



often perpetuated by societal pressures, peer influences, and a lack of gender-sensitive teaching approaches (Verma & Rani, 2020).

Gender discrimination also extends to political and social participation, where women and gender minorities are often underrepresented in decision-making roles. This underrepresentation can lead to policies that overlook or inadequately address the needs of these groups (Jadhav & Sharma, 2020). In many societies, despite efforts to promote gender equality, women remain significantly outnumbered in political offices and leadership positions, a trend that hampers the development of policies that truly reflect the diverse needs of society (Singh & Kumar, 2021). The gender gap in political participation is a critical factor in perpetuating unequal societal structures and restricting democratic participation.

Addressing gender discrimination requires comprehensive strategies, including legal reforms, societal awareness, and organizational policies aimed at promoting gender equity. Legal frameworks, such as anti-discrimination laws and gender quotas, are essential tools in combating overt discrimination and ensuring equal opportunities (Soni & Gupta, 2023). However, laws alone are not sufficient; there is a need for cultural shifts and educational programs that challenge gender stereotypes and promote inclusivity. Gender-sensitive policies in the workplace, schools, and political arenas, alongside support systems for affected individuals, are critical in creating an environment where all genders have equal access to opportunities and rights (Khatri & Bajracharya, 2020).

Ethnic Discrimination: Ethnic discrimination refers to the unequal treatment of individuals based on their ethnic background, often resulting in social, economic, and political disadvantages. It is the unfair treatment of individuals or groups based on their ethnicity, cultural background, or race. It manifests in various forms, including prejudice, stereotyping, exclusion, and direct bias against people of certain ethnic groups. This type of discrimination can occur in both formal and informal settings, such as workplaces, educational institutions, and even within societal structures. Ethnic discrimination is a complex phenomenon deeply rooted in historical, cultural, and socio-political contexts, and its impacts can be long-lasting, affecting both individuals and communities (Singh & Patel, 2022).

At the core of ethnic discrimination lies the perception that one ethnic group is superior to others, leading to discriminatory behaviors that marginalize and dehumanize minority groups. These prejudices are often perpetuated through societal norms, media portrayals, and institutional practices that normalize inequalities. According to Nguyen and Lee (2021), ethnic discrimination can be subtle, such as through micro aggressions, or overt, including hate speech and physical violence. In either case, the effects on the targeted individuals can be profound, often resulting in emotional distress, social isolation, and diminished opportunities for personal and professional advancement (Nguyen & Lee, 2021).

Ethnic discrimination is not only a violation of human rights but also a significant barrier to social and economic development. In many cases, it leads to unequal access to education, employment, healthcare, and housing, perpetuating cycles of poverty and exclusion for marginalized groups. This type of systemic inequality is often institutionalized, making it difficult for those affected to overcome barriers or access resources that could enhance their quality of life (Foster & Turner, 2023). Discrimination based on ethnicity can also exacerbate existing disparities in wealth and opportunities, leading to an entrenched underclass that remains disadvantaged across generations.



Additionally, ethnic discrimination can have significant implications for social cohesion and national unity. Societies that fail to address ethnic disparities often experience increased tensions and conflicts, which can destabilize governance and hinder social progress. According to Martin and Rodriguez (2022), ethnic discrimination weakens societal bonds by fostering division and mistrust between different groups. This, in turn, can lead to civil unrest, violence, and, in some extreme cases, ethnic cleansing. In contrast, promoting inclusivity and diversity within national and institutional frameworks can help mitigate these tensions and promote long-term peace and stability (Martin & Rodriguez, 2022).

Efforts to combat ethnic discrimination require comprehensive strategies that address both the individual and systemic factors contributing to inequality. Legal measures, such as anti-discrimination laws, as well as educational initiatives aimed at fostering tolerance and understanding, are crucial in dismantling discriminatory practices. Moreover, organizations and governments must prioritize diversity and inclusion, ensuring that policies and practices are equitable and that individuals from all ethnic backgrounds have equal opportunities to thrive (Carter & Garcia, 2023). Through collaborative efforts, it is possible to reduce the prevalence of ethnic discrimination and work towards creating more inclusive, just, and equitable societies.

Organizational Growth

Organizational growth refers to the process through which a company or institution expands its operations, increases its market share, and improves its financial performance over time. This growth can occur in various forms, such as an increase in revenue, workforce, or geographical presence, and is often driven by internal and external factors. Internal factors may include innovations in products or services, while external factors could involve shifts in market demands, technological advancements, or strategic partnerships (Singh & Mehta, 2020). The ultimate goal of organizational growth is to enhance sustainability, competitiveness, and long-term profitability, ensuring the organization remains relevant and resilient in an ever-changing business environment (Patel & Kumar, 2021).

One of the key components of organizational growth is strategic planning, which involves setting clear objectives and outlining the steps necessary to achieve them. Without meeting objectives, businesses cannot thrive over the long term. To fulfill its objectives, a company needs to manage its operations in line with a shared vision among all stakeholders (Okurebia & Udo, 2023). Organizations that engage in thorough strategic planning are more likely to adapt to market changes and identify growth opportunities. This strategic approach often involves expanding product lines, exploring new markets, or enhancing operational efficiencies (Nagar & Gupta, 2022). Moreover, successful growth strategies are often aligned with a company's mission and vision, ensuring that expansion efforts contribute to the long-term sustainability of the organization (Sharma & Soni, 2021).

In addition to strategic planning, effective leadership plays a crucial role in fostering organizational growth. Leaders are responsible for setting the tone, inspiring employees, and making critical decisions that drive expansion efforts. Strong leadership is particularly important during times of growth, as leaders must navigate the complexities of scaling operations, managing increased resources, and maintaining company culture (Jain & Pooja, 2018). Leadership also involves managing risks and uncertainties that may arise during the



growth process, including the challenges associated with financial management, human resources, and customer expectations (Khatri & Bajracharya, 2020).

Another important aspect of organizational growth is the development of human capital. As an organization grows, it requires a skilled and adaptable employee to meet the demands of expansion. Investing in employee training and development ensures that the workforce is prepared for new challenges and can contribute to achieving organizational goals (Singh & Kumar, 2021). Often times, the performance of an employee is measured to evaluate their main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period. Accurate and efficient performance measurement not only form the basis of an accurate performance review but also gives way to judging and measuring employee potential (Udonde, Akpan & Awah, 2022). Additionally, fostering a positive organizational culture that encourages innovation, collaboration, and continuous learning can significantly enhance growth prospects, as engaged employees are more likely to drive success (Patel & Kumar, 2019).

Conclusively, organizations must remain flexible and open to change, as the business landscape is constantly evolving, and growth strategies may need to be recalibrated in response to emerging trends (Verma & Rani, 2020).

Workplace Discrimination and Organizational Growth

Discrimination creates a toxic work environment that hinders employee morale and productivity. When individuals face bias or prejudice based on personal characteristics, their ability to perform to the best of their abilities is often undermined. This can lead to higher turnover rates, absenteeism, and disengagement, all of which decrease the overall efficiency and effectiveness of the organization (Goswami & Arora, 2021). Discrimination in workplace often prevents the organization from tapping into the full potential of its workforce, limiting innovation and growth opportunities.

Organizational growth is often linked to the ability to foster an inclusive and diverse workplace. Workplace discrimination, including gender, racial and age discrimination, can limit diversity by discouraging the participation of underrepresented groups, thus reducing the variety of perspectives, skills, and ideas within the company. A lack of diversity stifles creativity and innovation, both of which are crucial for an organization's competitive edge in a rapidly evolving market (Chen & Cheng, 2020). In contrast, workplaces that embrace diversity tend to have higher levels of employee satisfaction, better problem-solving capabilities, and a stronger ability to adapt to changes in the business environment, all of which are essential for sustainable growth.

Workplace discrimination, moreover, can lead to legal and reputational risks that further hinder organizational growth. Organizations that allow discriminatory practices to persist are likely to face lawsuits, which can result in costly settlements, fines, and damage to the brand's image (Rajput & Malik, 2019). A poor reputation due to discriminatory practices can alienate potential clients, investors, and top talent, thereby limiting opportunities for expansion and growth. This external pressure can negatively affect an organization's financial stability and hinder its ability to form strategic partnerships or attract new business ventures.

To foster organizational growth, it is critical for companies to implement comprehensive anti-discrimination policies and promote an inclusive culture. By addressing discrimination head-



on, organizations can build a more equitable work environment where all employees have equal opportunities to contribute and advance (Soni & Sharma, 2022). Emphasizing diversity and inclusion not only mitigates the negative effects of discrimination but also attracts a more diverse talent pool, contributing to the long-term success and growth of the organization.

Theoretical Framework

Equity Theory (J. S. Adams, 1963)

This theory was propounded by John Stacey Adams in 1963. Equity Theory is based on the premise that employees seek to maintain fairness in the workplace by comparing their inputs (e.g., effort, skills, and experience) and outcomes (e.g., salary, recognition, career advancement) with those of others. The theory assumes that when employees perceive inequity (whether in the form of under-reward or over-reward), they experience psychological tension, which can lead to dissatisfaction and decreased motivation. Adams (1963) also posited that employees are more likely to tolerate inequities if they perceive the disparity as justifiable, but when they sense unfairness, it can negatively impact their engagement, commitment, and overall productivity.

Equity Theory is particularly relevant to the study of workplace discrimination at ExxonMobil Nigeria Unlimited, Akwa Ibom State, as it can explain how perceived inequities in treatment based on gender and ethnicity could lead to dissatisfaction and lower employee performance. Discriminatory practices, such as unequal pay for equal work or biased promotion opportunities, could create a sense of injustice among employees, leading to high turnover rates, disengagement, and reduced productivity. By applying Equity Theory, the study can explore how ensuring fairness in the distribution of rewards and opportunities can foster a more motivated workforce, contributing to the organization's growth and success. Addressing perceived inequities could enhance job satisfaction, improve employee retention, and ultimately drive organizational growth.

Empirical Review

Jones (2018) conducted a study on the impact of workplace discrimination on organizational growth in the USA. The objective was to assess how discriminatory practices affect employee productivity and the overall success of firms. Using a mixed-methods approach, including surveys and interviews with 500 employees across multiple industries, the study found that organizations with high levels of discrimination experienced lower employee morale, higher turnover rates, and reduced innovation. The study recommended the implementation of diversity training programs and strict anti-discrimination policies to foster inclusivity and boost organizational growth.

Ahmed and Malik (2020) explored the relationship between workplace discrimination and organizational performance in Pakistan. The study aimed to examine how ethnic and gender-based discrimination influenced employee engagement and company profitability. The researchers employed a quantitative methodology, distributing questionnaires to 200 employees in the banking sector. Their findings revealed that organizations facing frequent discrimination complaints showed a decline in productivity and profitability. The authors



recommended creating a more inclusive corporate culture and establishing clear reporting channels for discrimination cases to mitigate these negative effects.

METHODOLOGY

Research Design

The survey research design was utilized for the study. Survey research design helps to collect valuable information from members of a population concerning their opinions about variables of interest to the researcher and it is useful in designing the questionnaire (Etuk & Udonde, 2024).

The Study Area

This research was conducted in ExxonMobil Nigeria Unlimited which is one of the leading oil and gas industries in Akwa Ibom State. ExxonMobil Nigeria Unlimited is located at Ibeno, Akwa Ibom State. Ibeno is one of the 31 local government areas in Akwa Ibom State, enriched with natural resources such as crude oil and natural gas.

Population of the Study

The study population of the study centered on all the employees of ExxonMobil Nigeria Unlimited, Akwa Ibom State. The figure was set at 95 (Human Resources Unit, ExxonMobil Nigeria Unlimited, Akwa Ibom State).

Sample Size/Sampling Procedures

Since the population was relatively small, the sample size of 95 respondents was selected for the study. The assembled sample has the same proportion of individuals as the entire population; thus, complete enumeration sampling procedures was used to obtain the data for the study. This is because the researchers attempted to ensure that all the observable characteristics of the population were taken into consideration in the sample.

That means $n = N$

where

n = sample size and N = population.

Methods of Data Collection

The data collection method used for this study was a structured questionnaire—a close-ended questionnaire where the researchers gave the respondents options from where they chose the one or ones that most represented their views, opinions, attitudes or behaviours. The questionnaire was structured using the five-point Likert scale rated as follows:

5 = Very Great Extent

4 = Great Extent

3 = Moderate Extent



2 = Low Extent

1 = Very Low Extent

The questionnaire copies were distributed to ninety-five (95) employees of ExxonMobil Nigeria Unlimited, Akwa Ibom State, Nigeria out of which sixty-two (62) were successfully retrieved and used for the study.

Sources of Data

Data for this research was obtained from primary sources. The primary source comprises information relevant to this study that were obtained through the use of questionnaire and personal observation. Also, interval kind of data was used for this study. The rationale for this kind of data was based on the fact that interval helped the researcher in proper ranking of the variables used in this study. Practically, this ranking was done during the coding of the data using SPSS software package.

Reliability of Research Instrument

The reliability of the instrument was ascertained through Cronbach Alpha reliability test. According to Udonde, Eno and Attih (2024), the Cronbach Alpha coefficient is the most widely used internal consistency metric. The reliability was determined through the test-retest reliability technique. In doing this, the research questionnaire were administered to twenty respondents who were randomly selected. After a period of two weeks, the same questionnaires were re-administered to the same respondents. Finally, the Cronbach (Alpha) model was employed to test the reliability of the instrument used in the survey.

Method of Data Analysis

The analysis of data for this study was done based on the data collected from the respondents using a self-structured questionnaire. The Pearson Product Moment Correlation Analysis was used to test the extent and effect of relationship using the Statistical Package Social Science (SPSS version 21).

Decision Rule

The decision of accepting or rejecting the null hypotheses (H_0) of the statistical test was based on 95% confidence interval.

- i. The null hypothesis will be accepted if P value is more than 5% (0.05) level of significance.
- ii. The null hypothesis will be rejected if P value is at or less than the 5% (0.05) level of significance and the alternative will be accepted.



DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Data Presentation

Here, the key variables of the study were presented: organisational growth (OG), gender discrimination (GD) and ethnic discrimination (ED). The computed data were based on the opinion of the respondents collected using questionnaire. The dependent variable of the study was organisational growth (OG) while the independent variable was workplace discrimination measured using gender discrimination (GD) and ethnic discrimination (ED).

Test of Hypotheses

The individual null hypotheses of this study stated in accordance with the objectives were tested using Pearson Product Moment Correlation (PPMC) Analysis.

Hypothesis One

H₀₁: There is no significant relationship between gender discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.

PPMC RESULT OF HYPOTHESIS ONE

CORRELATED VARIABLES		GENDE. DISCR.	ORGA. GROW.
GENDER DISCRIMINATION	Pearson Correlation	1	.756**
	Sig. (2-tailed)		.000
	N	62	62
ORGANIZATIONA L GROWTH	Pearson Correlation	.756	1
	Sig. (2-tailed)	.000	
	N	62	62

Source: SPSS Computed Result (2024)

The table shows a correlation coefficient of $r = 0.756$ and a probability value (P-value) of 0.000. From the table, the correlation coefficient of $r = 0.756$ is greater than the probability value of 0.000 ($r = 0.756, p > 0.000$) when tested at 0.05 level of significance. This implies that gender discrimination has a positive and significant relationship with organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. This value prompted the rejection of the null hypothesis in favour of the alternative hypothesis.

Hypothesis Two

H₀₂: There is no significant relationship between ethnic discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.



PPMC RESULT OF HYPOTHESIS TWO

CORRELATED VARIABLES	ETHNI. DISCR.	ORGA. GROW.
ETHNIC	Pearson Correlation 1	.822**
DISCRIMINATION	Sig. (2-tailed)	.000
	N	62
ORGANIZATIONAL	Pearson Correlation .822	1
GROWTH	Sig. (2-tailed)	.000
	N	62

Source: SPSS Computed Result (2024)

The table shows a correlation co-efficient (r) of 0.822 with a probability value of 0.000. Since ($r = 0.822$, $p > 0.000$), we reject the null hypothesis and accept the alternative hypothesis. This shows that ethnic discrimination has a positive and significant relationship with organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. As such, the null hypothesis was rejected while the alternative hypothesis was accepted.

DISCUSSION OF FINDINGS

Gender Discrimination and Organizational Growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State

The study sought to examine the relationship between gender discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. Based on statistical data analyses and hypothesis testing, the descriptive analysis of data collected revealed that gender discrimination has a positive significant predictor of $r = 0.756$ and a probability value (P-value) of 0.000. From the table, the correction coefficient of $r = 0.756$ is greater than the probability value of 0.000 ($r = 0.756$, $p > 0.000$) when tested at 0.05 level of significance. This implies that gender discrimination has a positive and significant relationship with organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. This value prompted the rejection of the null hypothesis in favour of the alternative hypothesis. Patel and Kumar (2019) supported that organizations that tolerate or perpetuate gender discrimination risk losing out on valuable talent and limiting diverse perspectives in decision-making processes.

Ethnic Discrimination and Organizational Growth

The study examined the relationship between ethnic discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. Based on statistical data analyses and hypothesis testing, the descriptive analysis of data collected revealed that ethnic discrimination has a positive significant predictor of $r = 0.822$ with a probability value of 0.000. Since ($r = 0.822$, $p > 0.000$), we reject the null hypothesis and accept the alternative hypothesis. This shows that ethnic discrimination has a positive and significant relationship with organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. As such, the null hypothesis was rejected while the alternative hypothesis was accepted. This is in line with Williams and Lavoie (2019) who emphasized that when employees feel marginalized due to their ethnicity, their engagement, productivity, and overall contribution to organizational success, they are likely to decrease, impeding the company's ability to harness the full potential of its human resources.



SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of the Study

This study centered on workplace discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State. Two research objectives were designed for the study. In line with these objectives, two research questions as well as two research hypotheses were formulated for the study. Survey research design was used in the study. Equally, complete enumeration sampling procedure were employed in data collection procedure. Using Pearson Product Moment Correlation (PPMC) analysis, the two formulated null hypotheses were tested at 0.05 level of significance. Results from the analysis showed the followings:

- i. There is a positive and significant relationship between gender discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.
- ii. There is a positive and significant relationship between ethnic discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.

CONCLUSION

The study therefore concluded that there is a positive and significant relationship between workplace discrimination and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State.

RECOMMENDATIONS

Based on the major findings in this study, the following recommendations were made:

- i. To strengthen the positive relationship between gender equality and organizational growth in ExxonMobil Nigeria Unlimited, Akwa Ibom State, it was recommended that the organization should implement targeted gender sensitivity training programs and promote equitable opportunities for career advancement.
- ii. To sustain the positive impact of reducing ethnic discrimination on organizational growth, ExxonMobil Nigeria Unlimited, Akwa Ibom State should adopt policies that celebrate diversity, ensure fair recruitment practices, and foster inclusive teamwork.



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