



## Analysis of the Relationship Between Equal Opportunity and Employees' Performance

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**Abstract:** The main mission of any organization is for its workers to perform well in order for the organization to get more profit and grow whilst the primary mission of any employee is to get the opportunity in the firm they are working so that their suggestions and the knowledge they have about their experiences at the workplace will be accepted and acted upon. Equal opportunities in the workplace contribute positively to employee's performance when employees feel treated fairly. It enhances morale, engagement and positivity. Additionally, diverse teams often bring varied perspectives, fostering creativity and problem solving. Research indicates that inclusive environment leads to higher job satisfaction and lower turnover rates, ultimately benefiting overall organizational performance. Equal opportunities leads to professional growth, skill development and career advancement which form the cornerstone of organization dynamics. The programs, mentorship and diverse roles shape employees capabilities and aspirations. This review examines the organizational structures and policies that foster or hinder equal opportunities, emphasizing the pivotal role of understanding the intricate relationship between employee opportunity and organizing job performance as well as providing insights into fostering a thrive adaptable workforce.

**Keyword:** Employee, equal training, equal pay, equal recruitment, performance

### I. INTRODUCTION

There are changes that have taken place nationwide in the past and present, and which caused the increase of competition among organization in all forms, sizes and orientation (Ilinitch, A., D'Aveni, R., & A. 1996). These organizations were force to work to find appropriate ways to improve performance among

employees because human capital was seen as the cornerstone for transforming assets from recession to vitality. Equal opportunity is an essential mechanism used to improve the performance of employees to achieve the strategic objectivities of the organization (Ali Ahmed Ateeq Ali, Sofia Hayati Yusoff& Kalsom Ali). Organizations in the developing countries need to

work to provide the appropriate environment for providing opportunities for all employees in the workplace (IJASOS- international E- journal of Advance in Social Sciences, vol. V, Issue 14, August 2019). Moreover, it is imperative for organizations to improve the capabilities and skills of their employees in order to improve the level of services that are provided by the organization (Jehanzeb and Bashir, 2013).

Pfeffer, (2005) stated that those organizations that adopt strategies among their employees in their workplace and encourage them to do their best in their work have competitive advantage. These have achieved great outcomes on part of a satisfied customers due to their quality of service. Another study considered equal opportunities as a necessity to reduce the problems among employees, allegiants and sense of belonging as well as to stay competitive in the market (Kadushin & Harkness, 2014). Furthermore, a study was conducted in Britain in 1988 which proved that the improvement in productivity in general was related to the improvement in the practices of rewarding opportunities among employees in the workplace (Perotin & Robinson, 2000). Another study showed that there was positive significant direct relationship and impact between the equal opportunities and employee performance (Giddens, 2018).

The fundamental value of equality is expressed in a way that involves the concept of inclusion. That is, equality in the workplace does not necessarily mean helping an individual with the right to be different yet collectively accepted and appreciated.

The concept of equal opportunities refers to the practices of justice and equality among people in all spheres of life, notably among employers in the workplace (Anthony Giddens, 2018). In terms of equal opportunity, everyone should be treated equally, and workplace racial discrimination should be avoided. Despite the availability of limited resources, FBA (2011) argued that, equal opportunity leads to high level of competition among society's workforce. Similar to Van der Heydin (2013) who asserts that offering equal opportunities to all employees to take part in the empowerment process is essential for

institutional growth. Additionally, it makes the assumption that everyone had a similar upbringing.

As a results. any technique that goes against the idea of equality as a fundamental concept will result in injustice at workplace. In this case, everyone must get an opportunity based on experience and qualifications and no other criteria. Unfortunately, in most organizations, only few people get all the privileges due to their influence in government and the institutions. On the other hand, only few opportunities available to majority of the employees.

In a study by Sanchez and Brock (1996), researchers utilized 139 Hispanic male and female employees to examine the effects of workplace inequality on productivity. The findings of this study revealed that unequal treatment of workers at work automatically resulted in serious issues like low job satisfaction, stress and decreased loyalty and commitment to the employers. Another study by Garrison and McCormick (1990) found that unfairness treatment among employees adversely affected job performance Pe'rotin V., & Robinson, A. (2000). Employee participation and equal opportunities practices : Productivity effect and potential complementarities. *British Journal of Industrial Relations* 38(4), 557-483.

Moreover, numerous studies have attempted to explain the relationship between equal opportunities and increased job satisfaction as well as performance in workplace. For instance, a study conducted by Garrison & McCormick (1990) found positive correlation between equal opportunity in terms of equal training and job satisfaction, quality of work and as well as increased employee performance. The happier your employees are the more likely they will work harder. Having a better communication will lead to your employees feeling valued, involved and connected. The relationship between employee performance and organizational performance is undeniable and companies can create a positive work environment that fosters employee engagement, satisfaction and relationships (Cynthia D Fisher, 2010).

This paper examines the contribution and effects of equal opportunities on employee performance. The dimension of equal employee training, equal pay, recruitment and selection are discussed.

## 2. EMPLOYEE PERFORMANCE

Employee performance is a multifaceted construct influenced by diverse factors. This explores the intricate interplay of individual skills, motivation and organizational dynamics in shaping performance outcome (da Cruz Carvalho, Adelina, I. G., & Soares, A. D. C. 2020). It also examines the impact of training, feedback mechanisms, and leadership styles as well as delving into the nuanced balance between task specific competencies and broader interpersonal skills. Employee performance is defined as how well a person executes the job duties and responsibilities. Many companies assess their employee's performance on an annual or quarterly basis to define certain areas that are meeting or exceeding expectation (Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. 2021). A person can describe his or her performance as accurate, neat, attentive to detail, consistent, high standards if appropriate procedures are used to analyze employee performance, consider metrics such as productivity, quality of work, adhere to deadlines, teamwork and any relevant key performance reviews, and goal settings can contribute to a comprehensive evaluation (Motowidlo, S. J., Packard/ J.S., & Manny, M.R. 1996).

Employee performance is a multifaceted assessment that involves evaluating an individual's contribution to workplace. This assessment often includes factors such as job skills, productivity, communication, teamwork and overall effectiveness in meeting job responsibilities and goals. Regular performance evaluations, feedback sessions and clear communication can help in understanding and improving employee performance. Additionally, the influence of workplace culture and employee engagement on sustained high performance must be understood. A comprehensive understanding of these elements contributes to the development of effective strategies for enhancing overall performances within diverse organizational contexts.

## 3. EQUAL OPPORTUNITY

Equal opportunity is a state of fairness in which individuals are treated similarly, unhampered by artificial barriers, prejudices, or preferences, except when particular distinction

can be explicitly justified Waiswa, F.(2018). Equal opportunity ensures that all interested individuals have the same ability to access and the chance of receiving particular resources, such as employment housing, education, without discrimination based on irrelevant factors such as age, race, religion or gender Bagilhole, B. (2009). An example of equal opportunity employment issue is wages. Paying someone less because of discrimination is unacceptable. If someone is doing the same work just as well as another staff member, they should be getting paid the same for that work.

Equal employment opportunity, ensures that everyone is treated fairly in employment decisions, including hiring, promotion and compensation. It prohibits discrimination based on characteristics and ensuring that all individuals have an equal chance for employment (Konard, A.M., & Linnehan, F. 1995). The legal sense of equal opportunity means, 'same chance' this means that employers cannot use certain characteristics as reason to hire or reject candidates or make other employment decision; in other words, they cannot discriminate against those characteristics including race, national origin, age etc. The purpose of equal opportunity (EO) regulations is to make sure nobody will face rejections or difficulties because they are in a protected group Bagilhole, B. (2009). Example, EO under several laws you cannot reject candidates simply because they are Christian or Muslims or because they are pregnant. Similarly, you cannot advertise jobs asking for candidates of a certain age, and you cannot promote men over women. You can only base this decision on each person's capabilities, performance and other objectives criteria, rather than biases against protected groups or minorities.

Equal opportunity aims at ensuring fairness and impartiality in various aspects of life, such as employment, education, and social interactions, while the concepts is commendable, its effective implementation often faces challenges, and disparities persist. Continuous efforts are needed to address systematic barriers to promote diversity, and create environment where everyone has an equitable chance to succeed, regardless of background or identity. Critics on equal opportunity is the entitlement of employers to decide who should work for them on whatever

basis they choose is grounded in their property rights. Eric Levitz (2018)

#### **4. RELATIONSHIP BETWEEN EQUAL OPPORTUNITY AND EMPLOYEE PERFORMANCE**

The relationship between employee opportunities and employee performance can be abstractly analyzed through various lenses. Opportunities such as training programs or career advancement often correlated positively with performance as they enhance skills and motivation. However, factors like individual initiatives and organizational culture also play pivotal roles in shaping this dynamic interplay. Understanding and optimizing this relationship requires a nuanced exploration

##### **Equal Payment**

In the laws of equality, no employee in a company should receive a higher salary than a co-worker who is performing the same role and has the same qualification and experience for any reason, including age, gender, religion, sexual orientation, or any other form of discrimination (Kochan et al., 2003). It should be highlighted, nonetheless, that there are instances in which compensation disparities between individuals performing the same job role become justified. Equal payment, often referred to as equal pay is the principle of providing equal compensation for individuals performing similar work jobs that requires comparable skills, responsibilities and efforts regardless of their gender, race or other protected characteristics. This concept aims to eliminate wage discrimination and promote fairness in the workplace.

Studies on equal payment typically focus on analyzing wage gaps between different demographic groups to identify disparities and assess the effectiveness on policies and initiatives aimed at achieving pay equity (Lips, H.M.2013). Disparities in compensation in vascular surgery exist. Physician compensation varies by speciality, gender race, years of practice, location and individual productivity. For instance, if someone has greater experience or education or has worked longer in the organization. Many scholars and researchers in the field of management have paid close attention to the significance of equity in

terms of equal pay and employee's performance. They found that enhanced employee's perception of fairness can improve automatically outcomes relevant to organization, as well as affect positively to reduce organizational turnover, loyalty, commitment and job satisfaction, and its considered a key to effective performance outcome (Wu, & Wang,2008)'

##### **Employment Equity Training**

Each organization should plan for the development of their employees and equity should be an essential component in order to succeed. Equal access to training, education and development are essential to job satisfaction and productivity. Without any appropriate training strategy, employment equity will fail. Therefore, all managers are expected to get enough knowledge and skills to implement equity among the organization employees. Indeed, all current and new staff need skills as well as safe environment at the workplace in order to perform well (Garvan et al., 2001). A study done by Stijn et al., (2009) on equal opportunities and ethnic inequality in European labor market found that, It focused on the labor market situation of immigrants and ethnic minorities, as well as the mechanism and various forms of discrimination that influence this labor market outcome, including the role of gender. It is essential to teach employees at all levels to uncover, identify and correct for biases or prejudices that have kept the under-represented groups from being hired or promoted in the workplace. There was an act in South Africa that is, ACT 55 of 1998, imposes a duty on employers not only to eliminate discrimination in the workplace but also to promote constitutional right of equality and economic development and efficiency in the workplace.

##### **Recruitment and Selection**

Choosing and recruiting candidates for employment are crucial for human recourse management of any organization all over the world. Recruitment is the process of finding candidates for the vacant position and encouraging them to apply for it. Selection means choosing the best candidates from the pool of applicants and offering them the job ([www.google.com](http://www.google.com)). Recruitment is a positive process aimed at

attracting more and more job seekers to apply. Organizations need to respond to rapidly changing global environment continued success is, thus, dependent on attracting and retaining high quality individuals who can respond effectively to this changing environment. This implies that there can be “wrong people” or individuals who are not contributors to organizational success and may even harm the organization.

In fact, most of great company they rely on the effectiveness of these functions in terms of productivity and quality. Wrong and unsuccessful choice by the administration in selecting candidates who are not qualified, and not capable to and fill the requirement job it may cost the company a lot, in term of production and it can be led to lose the organization reputation it goes beyond than that and causes a negative cost. Actually, the really meaning of recruitment and selection within an organization is to get number and quality of employees who are fit for their jobs and can add value to the organization more than that they can be also highly demanded to require to satisfy the strategic objectives of the organization (Ofori, & Aryeetey, 2011).

According to Gamage (2014), recruitment can be defined as that attracting the most serious and competent people to fill the jobs available in an organization. It's a set of activities through which priority can be given to the selection of the individual who have a set of unique characteristics that can be used to fill the vacancy in the institution for the survival and continuity of an organization in the competitive world.

## 5. CONCLUSION:

The overarching goal is to ensure optimal employee performance, driving profit and growth. The symbiotic relationship between equal opportunities and performance is pivotal. Research underscores that workplace equity positively influences employee morale, engagement and creativity. The study on Ghana Health Service emphasizes the significance of equal opportunities, spanning training, pay, recruitment, and selection, in enhancing employee performance. The multifaceted nature of performance involves individual skills, motivation, and organizational dynamics, necessitating a comprehensive understanding. The relationship

between equal payment, employment equity training, and recruitment/selection processes is crucial for foster in fairness and performance. In the context of Sunyani Teaching Hospital, the study affirms the importance of equal opportunities in improving employee performance and public health outcomes. Ultimately, creating a fair and inclusive workplace environment is a cornerstone for organizational success and societal well-being.

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