

THE RELATIONSHIP BETWEEN EQUAL OPPORTUNITIES AND EMPLOYEE PERFORMANCE: A SPECIAL REFERENCE TO WITH SPESIFIC REFENCE TO BDF HOSPITAL IN THE KINGDOM OF BAHRAIN

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Abstract

Equal opportunities are a curial element among employees in workplace in order to improve performance and achieve social justice in the community. Therefore, the equal opportunity is not a slogan to be raised, or claim to be invited, but it's a political will and national strategy. This research aims to identify the contributions and the effects of equal opportunities on the employee performance in workplace and analyses the effectiveness of equal opportunities on employee performance among employees on BDF hospital in the Kingdom of Bahrain. The dimensions of equal opportunities namely; equal opportunity, equal employee training, equal payment, recruitment and selection, the sample size of this study consisted of 341 workers. The data was analysed using SPSS (Statistical Package for Social Science) version 25 for Windows. The results of the regression analysis showed significant and positive impact on equal opportunities and employee performance in the organization of its four dimensions. Thus, this article is significance as its concerning on the future directions as well as addresses other variables in the workplace which can be utilized to enhance this area.

Keywords: employee, equal training, equal pay, equal recruitment, performance

1. INTRODUCTION

Based on the changes that have taken place in the world in the past and present, and which led to the increase of competition among organizations in all their forms, sizes and orientations. These organizations were forced to work to find the appropriate mechanisms to improve the level of performance among employees by focusing on the human element as corner stone for transforming assets from recession to vitality and competition, Equal opportunities within the mechanisms used to improve the performance of employees to achieve the strategic objectives of the organization. In this context, organizations in developing countries need to work to provide the appropriate environment for providing opportunities for all employees in the workplace and trying to avoid and reducing obstacles and discrimination in terms of origin, sex, etc., Moreover, improving the capabilities and skills of their employees to improve the level of service that provided by the organization.

With regard to the health services in the Kingdom of Bahrain. Bahrain consider as first developed countries in the health field, where it is first in the Gulf region to establish a clinic in 1888(Alnasir,2017). Indeed the level of health services in Bahrain is good compared with the Arab countries, especially Bahrain defines

force hospital which is consider as of the major hospitals in the Kingdom of Bahrain and provide health care for military employees included around 4,000 physicians and employees and nearly more than 400 beds including outpatient and emergency and ranked as a second largest hospital in terms of service size and services in the kingdom of Bahrain but this does not necessarily mean staying in current situation where officials in this vital sector must work hard for the need for improving a level of quality health services comparable to the developed countries in this area. Moreover, health sector should adopt long plan strategic in order to remains in a competitive position among major providers of health services through upgrading the level of its staff in terms of training and satisfaction of the needs of the staff and motivate them in a fair manner.

Pfeffer, (2005) State that those organizations who have tended to adopt justice strategic among their employees in their workplace and encourage them to do their best in their work. It has achieved great results on the part of satisfied customer and its quality work. Another studies considered equal opportunities as one a necessity to reduce the problems among employees, allegiance and belonging as well as to stay competitive in the market (Kadushin, & Harkness, 2014). Furthermore, a study was conducted in Britain in 1988 and this study proved the improvement in productivity in general is totally related to the improvement in the practice of rewarding opportunities among employees in the workplace (Pe´rotin, & Robinson, 2000). Therefore, this study indicates that there is positive significant direct relationship and impact between the equal opportunities and employee performance in workplace which never studied before in this population study.

In this respect, the aim of this study is to extrapolate the extent of application the variables on study through BDF hospital, in addition to ensure impact of relationship between the equal opportunities and the level of performance of the employees, as well as to verify the relation between these variables.

2. LITERATURE REVIEW

The idea of equal opportunities is referring to practice equality and fairness among people not only in workplace but all aspects of life especially among the employees in workplace. All individual should be treated an equal in term of equal opportunity and should keep way from racial discrimination among employee in the workplace. FBA, (2011) mention that equal opportunity is referred to find the high level of competition among employee of society, despite the existence of limited resources. Similarity to that Van der Heyden, (2013)states that the employment equality provides equal opportunities for all people to participate in the process of empowerment process and advance on the basis of merit, ability and potential. Furthermore, it assumes that people come from a homogeneous background and can therefore compete on an equal basis.

Therefore, all practice or procedures that work against the principle, all practice or procedures that works against the principle of equality will lead to unfairness in workplace. In fact, the main goal of equal of equality will lead to unfairness in workplace. In fact, the main goal of equal opportunities is equality among individuals in all aspects of life. In this case, everyone must to get an opportunity based on experience and qualifications no other of any criteria. but unfortunately, only few people get all privileges in the subject of hiring due to their influential in government and institutions, and in other hand only very few opportunities available to majority of people who have deprived from nepotism and recommendations.

A study conducted by Sanchez and Brock (1996) found the impact of performing unfairness among employees on work output and researchers used 139 Hispanic male and female employees. the result of this study found that unfairness treatment among employees on workplace automatically led to fatal problems such as lack of job satisfaction, stress, less loyalty and commitment to the employers. Other studies have indicated that equality increase the level of employee performance in general especially in term of training one of these studies that conducted by Khan, (2012) in Pakistan Where he studied on the impact of training and refining the skills of employees and their acquisition of knowledge and how this impact on the increase in productivity. Moreover, numerous studies have attempted to explain the relationship between equal opportunities and increase job satisfaction as well as performance in workplace. For instance, study conducted by Garrison, and McCormick (1990) in this study they were given equal opportunities assignment as well as equal training to be achieved on time the result of this study have found the assignment has been done in perfect way without delayed form this point study found positive correlated between equal opportunity in term of equal training , job satisfaction, a quality and as well as increased employee performance.

Equal payment:

When it comes to the term of pay in an organization, under the laws of equality, its truly means no one among the employees in the workplace shouldn't get more than his colleagues who are performing the

same role and has same qualification and experience due to their age, gender, religion, sexuality or any other discriminatory reason (Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, & Thomas, 2003). However, it should here be noted that under some circumstances there becomes a legitimate reason for differences in pay between employees who are undertaking the same job role. For instance, if somebody has been with the company for a long period or has more experience or qualifications.

The important of equity in term of equal pay and employee performance many scholars and researchers have pay a great attention in the field of management and found that enhanced employees' fairness perceptions can improve automatically outcomes relevant to organizations, it also affective positively to reduce an organizational turnover ,loyalty, commitment, job satisfaction, and it consider as a key of effective performance outcome(Wu, X., & Wang, 2008).

Employment Equity Training:

Basically, each organization should plan for to develop their employments and equity should be an essential component in order to succeed such as; education, training and development. Without any appropriate training strategy of employment equity will fail. Therefore, all managers supposed to get enough knowledge and skills in to implement employment equity among the organization employees. Indeed, all current and new staff need a great skills as well as safe environment workplace in order to perform well (Garavan, Morley, Gunnigle, & Collins, 2001).

Recruitment selection:

Choosing and recruitment candidates for employment are crucial for human resource management for any types of an organizational all over the world. Indeed, recruitment and selection it can define as the process of attracting and choosing candidates for employment.

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 cause 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 attractive the most serious and competent people to fill the jobs available in the an organization. It's a set of activities through which priority can be given to the selection of the individuals who have a set of unique characteristics that can be used to fill the vacancy in the institution. In general, the purpose of focusing on attracting the most qualified candidates to fill the job vacancy in an organization because the survival and continuity of an organization in the competition it is depends on the predetermined candidates that had been selected.

3. EMPLOYEE PERFORMANCE

In recently years , exactly In the last of the fifth decades researchers have made significant progress regarding the definition of employee performance more clearing the concept of performance for instance, in 1964 Katz has mention that in order to achieve organization goals and to stay more effectively competitive in the market there are major component which is necessary to achieve organizational goal such as role behaviour (IRB), extra role behaviour (ERB)(Katz, D.Katz, 1964).other define performance as the process of effectively used to the available resource in the organization efficiently and continuously, in order to continues and improvement of product output ,and consider in the team work.

Indeed, the core value of employee performance in the organization is strive to meet organization goal and continue contributing to make the good and services of the organization in perfect way as well as achieve competitive advantage(Khan, 2012).in addition, employee performance can be a source of satisfaction if Accomplishing tasks and performing at quality and perfect way. Furthermore, employees inside the organization will be feeling of mastery and proud of their achievement.

Relationship between equal opportunities and employee performance:

In the last period, there is a great ongoing concern about the increasing effects of unfairness on workplace among employees and its adverse effects on work outcomes. Several studies have mentioned the side effect of unfair treatment among employees in term of training, performance appraisal, selection, and compensation. The equal opportunities in term of training is highly demanded to acquire new skills to increase the performance of employees in order achieve organizational(Noe, Hollenbeck, Gerhart, & Wright, 2017).

In contrast, if employees are trained, they will be aware of their job specifications, skill needed to perform job well and would be able to use new technology. Then their motivation level will be increased, which will also be beneficial in enhancement of performance, working environment and management behaviour will also result in the maximized performance which will be helping to achieve the organization goals effectively. Competitiveness is based upon the concept of performance, which is very closely associated to an equality training among workers in an organization. logically, all the organization without exception throughout the world wants to compete against their competitors, and the only way to do that they must increase their employee's performance. When employees are given training equally and this training directly related to their job description, they will feel some betterment in their own performance and hence work harder to achieve personal and organizational goals.

Indeed. there are several benefits of equal opportunity on an organization as well as employees. Such as equal opportunity among employees in the workplace. programme of equality has many beneficial effects on staff and organizations alike. Indeed, when it comes to equality, a good rubric means that the whole working environment is much better, productivity is heightened, and success and business naturally increase. One of the best benefits that can employees get from equality in the workplace is employees can rest assured that they will not be discriminated against in the workplace in term of equal pay as wells as equal training in the workplace, and that they have equal opportunities for promotion and progression, and that they are only being assessed on their performance and measurable merits. They will feel empowered because they know that they are only being employed for their aptitude, just as is everyone else around them. Moreover, the employee can be confident that they will be given the right tools to do their job properly, which can be anything from proper disabled access, flexible working hours, and even good communication from all members of staff. When there are no barriers specially in term of discrimination against part of group of employees in term of job progression, the workforce feels more positive about their jobs and will be more committed to working hard for the company that is working hard for them. These types of equality initiatives create a real sense of understanding and respect right throughout an organization, which engenders a much better, more pleasant and productive working atmosphere for everyone.

Employers benefit, also. Having people from all walks of life can give a huge boost to a business, with different insights, perspectives and experiences all combining to produce an effective, dynamic and creative workforce. Based on the proposed model of the study, the following hypotheses can be proposed:

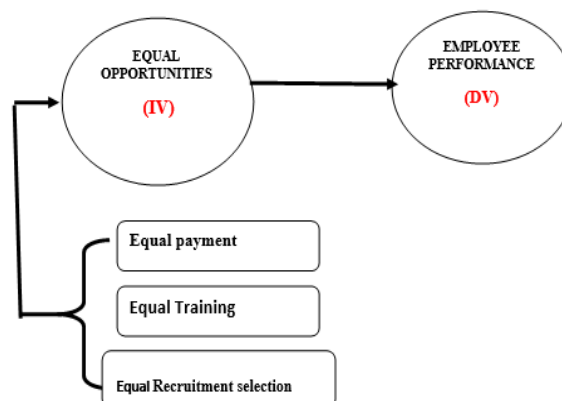
H1, there is direct appositive significant relationship between equal opportunities and employee's performance.

H2, to what extant equal equal opportunities has impact on employee performance.

4. METHODOLOGY

The population of this study is 4000 employees working in the Bahrain defence force hospital. The employees were selected based on sample random sample technique in order to give each one a chance to be chosen as participants of population of study. furthermore, to avoid bias. Based in krejcie and Morgan a total of 341 questionnaires were distributed among the employees of Bahrain defence force hospital (Krejcie & Morgan, (1970) . A total of distributed questionnaires, 220 were returned with 64.5 percent response rates. Secondary data collected take a place in this research and used many resources of data collection such as book, annual report as well as internet resources. Regression test was applied, and model has proposed of this study after reviewing the literature.

Figure (1) Theoretical Framework



Validity and Reliability Test

The main aim of validity test to ensure the degree of accuracy of measurement process, in the contrast, the use of reliability test to indicate the tool that has been used to measure the item questionnaire at the same time work as indicators of the variables. Actually, the main aim of validity test to ensure the degree of accuracy of measurement process, in the contrast, the use of reliability test to indicate the tool that has been used to measure the item questionnaire at the same time work as indicators of the variables. (Sekaran,& Bougie, 2016) have mention that Cronbach alpha coefficient of a scale should be above 0.6 based on the data collected from 346 who have working in BDF hospital, independent variable consists of three dimensions namely; equal training, equal payments as well as equal Recruitment selection. According the table below indicates that all variable more the 0.6 that is mean all variables are valid of the questions or fit to the questionnaire. in the table below described in detail separately what was obtained by Validity and Reliability.

Table (1) Reliability Statistics

Variable	construct	Cronbach's Alpha
Equal opportunities (IV)	Equal Training	.917
	Equal payment	.887
	Equal Recruitment selection	.941
Total		.921
Employee Performance (DV)		.939
Overall		.946

5. RESULT AND DISCUSSION

Table (2) presents descriptive statistics (means and standard deviations) and correlations of the study variables, i.e., equal training, equal payment, as well as recruitment and selection. The correlations among the variables provided initial support for the proposed hypotheses. Thus. all the three dimensions of equal opportunities were found to be significantly and positively correlated with employee performance.

Table (2) Correlation of direct impact between equal opportunities and employee performance

Variable	Mean	Std. Deviation	Correlation	Sig
EP	3.5035	.91455		
Training	3.1243	1.07105	.507	.000
payment	3.2392	1.00003	.449	.000
Recruitments election	3.0309	1.05604	.581	.000

Table (3) Regression analysis, Equal opportunities as dependent variable of employee performance

Variable	Adjusted R Square	F	T	B	P-value
Equal payment	.199	87.3	9.34	.411	.000
Equal Training	.255	.119.4	10.93	.433	.000
Recruitment selection	.337	175.9	13.265	.503	.000

TO reach the aim of this study, regression analyses test has been used test the propose of hypotheses. as summarized in the table (3). A As expected (H1) The results of regression found that equal training with their dimensions (equal training, equal payment, as well as equal Recruitment selection) has strong positive predictor of the dependent variable (employee performance) as hypothesized (equal training adjusted R2; .255, equal payment R2=0.199, finally equal recruitment selection R2=.337) also in H2 they found as supported which predicted strong significant impact between equal opportunities and employee performance. The Equal training scores explained about 25.5 % of variance (F=119.4, $p < 0.01$) in employee performance. Equal payment explained about 19.7% of variance (F=87.3, $p < 0.01$) in dependent variable. Finally, equal recruitment selection explained about 33.7% (F=175.9, $p < 0.01$) in employee performance. Therefore, equal opportunities contributed and impact on employee performance well. Thus, equal opportunities with their dimensions play important in predicting employee performance

6. FINDINGS

To summarize, the study has found that there is strong significant relationship between equal opportunities with the dimensions of equal payment, equal training, recruitment selection on employee performance. This confirms the literature review has elucidated the significant and impact of equal opportunities on the employee performance. Equal opportunities are crucial for establishing a robust and effective workforce within an organization. Furthermore, it helps to achieve an organization goal. Moreover, it also able to fulfil the needs of employees in the organization in their workplace.

Most importantly, it is suggested that there is a relationship between equal opportunities in term of recruitment and employee performance through hiring most qualified applicant with an ethical standard. This is to ensure that new applicant that been recruited able to meet the requirement of the job. The decision maker in organization should be aware in discrimination issues among employees in order to stay competitive and sustainability.

7. RECOMMENDATIONS FOR FUTURE RESEARCH

Future research regarding equal opportunities on employee performance should be conducted as well. For example, studies can be conducted regarding the impact of equal opportunities on job satisfaction or employee turnover. Future studies can boost the abilities of organization to achieve the main goals regarding employee's performance. Finally, future studies are more likely to highlight the role of opportunity-in a broader manner. Furthermore, emphasis on significant role of employee is a cornerstone in an organization.

8. CONCLUSION

The results of the study revealed that equal opportunities have strong significant relationship impact on employee performance. The result of the three dimensions of independent variables has positive impact on dependent variables. Additionally, there is linkage between equality in all aspects and employees in the workplace. Although numerous and similar studies have been mentioned and studied the impact of equal opportunities on workplace in many countries, but this study is unique because it was not study particularly in the health sector in the Kingdome of Bahrain. Furthermore, the results of this study a great importance to the decision makers in the military BDF hospital, Which will make the implementation of the results of the study a significant role in improving the level of performance of employees as well as to promote the public health of society.

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