

**DETERMINANTS OF EMPLOYEES DISCRIMINATION IN THE LENS OF
BPO INDUSTRY IN DAVAO CITY**



An Undergraduate Thesis Presented to the Faculty of
College of Business Administration Education
University of Mindanao
Davao City

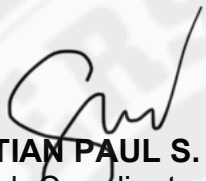
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ACCEPTANCE AND APPROVAL SHEET

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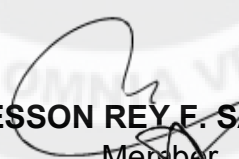
APPROVAL AND ENDORSEMENT SHEET

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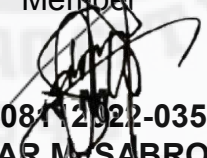

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ABSTRACT

Business process outsourcing (BPO) is contracting out a portion of your company's operations to a third-party vendor or service provider and is a highly stressful job with graveyard shifts. This descriptive-quantitative research aimed to know how discrimination affects them mentally, physically, and even psychologically positively or negatively, which will serve as a tool in uplifting people's minds regarding discrimination. Samples of one hundred (100) BPO employees were surveyed using the e-platform. The research instrument used was the adapted questionnaire. Results showed that discrimination based on wage rate and gender identity significantly differed when respondents were grouped according to their sex. Furthermore, the study also revealed that there was no significant difference in task segregation, wage rate, gender identity, and racial diversity when respondents were grouped according to their number of months in service, regardless of how long they have been in the BPO industry, they were all equal in terms of the indicators presented in this study.

Keywords: *Descriptive-Quantitative Research, BPO Employees, Business Owners or Managers, Discrimination in the Workplace*

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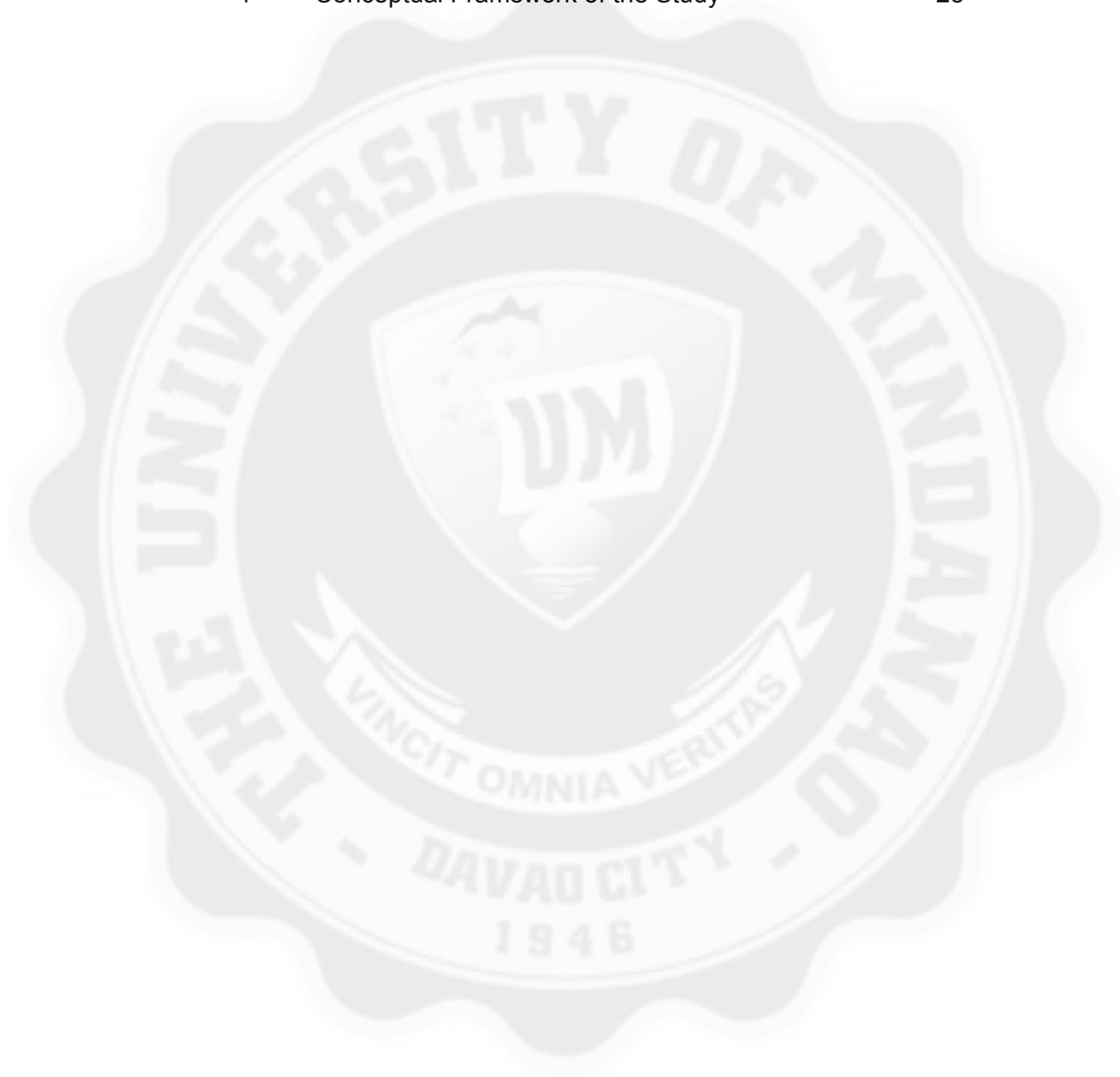


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CHAPTER 1

INTRODUCTION

Background of the Study

Today, call centers are in demand in our society where numerous issues come up about gender-differentiated and examined if it is evident in our community Cabarrubias (2012). In the article, it was stated that men and women were given the same workload and did have the same working environment. Still, the effects in each gender are not the same regarding health problems, women working at night, conflicts between women and men's task performance, and the different family responsibilities, which concern the call center heads. Call center work is a challenging profession with graveyard shifts, especially for women from a family with a heritage of caring for all home members. Ozeren (2011) published a study about sexual orientation discrimination in the workplace. It was found that there was wage inequality based on the sexual orientation of the employees.

In addition, discrimination is a broad term with a general meaning. This study will immensely contribute to workplace injustice and eliminating or lessening discrimination issues in the workplace. Researchers aim to get specific cause and effect of discrimination based on to whom who experienced it or to whom who witnessed it. Effects of discrimination will not be consistently adverse; some workers will serve it as a motivation to be more productive and to prove that everything can do better.

Moreover, a study conducted in India by Business Today (2017) revealed that BPO workers in India are subjected to racial discrimination. An incident occurred in the 1990s when corporations moved to India and employed "full masking," meaning that the caller's identity is masked, resulting in an ugly situation where Indian BPO workers were accused of being "job thieves," which indicates discrimination based on prior experiences. Furthermore, both the worker and the workplace are affected by discrimination. Staff will be delayed in doing their tasks and would be deemed to have a bad culture of work, according to Etheridge's (2015) research article. Discrimination should be looked at seriously because we will never know how it will affect somebody until everything is regretted not doing the right thing to do even though it is not for our safety. According to Hagood (2008), it was stated that discrimination would cause mental and psychological harm to those who experienced it and even those who witnessed a particular situation showing bias.

In this light, researchers aim to know how discrimination affects them mentally, physically, and even psychologically positively or negatively, which will serve as a tool in uplifting people's minds regarding discrimination. In Seiner (2009), it was stated that intolerance causes punitive damage to people, which is why researchers chose this study to determine the level of discrimination that happened and how frequent and every day it is to the BPO industry in Davao City.

Statement of the Problem

This study aims to describe the extent of discrimination among BPO industry employees in Davao City.

Specifically, this study seeks answers to the following questions:

1. What is the profile of the respondent in terms of:
 - 1.1. Sex
 - 1.2. Number of years in service?
2. What is the extent of discrimination among BPO industry employees in Davao City in terms of:
 - 2.1. Task Segregation
 - 2.2. Wage Rate
 - 2.3. Gender Identity
 - 2.4. Racial Diversity?
3. Is there a significant difference on the extent of discrimination among BPO industry employees in Davao City according to profile?

Hypothesis of the Study

Ho: There is no significant difference on the extent of discrimination among BPO industry employees in Davao City when analyzed according to sex, age and number of years in service.

Review of Related Literature

This part has the summary of the guide to theoretical aspects, environmental factors and other studies that are related to discrimination in the workplace. This helps to sharpen the understanding of the problem area and provide a background for the research project.

Discrimination in the Workplace

Using a qualitative study, Van Laer and Janssens (2011) looked at the causes of covert workplace prejudice. We make the following claim about subtle discrimination in the workplace based on 26 in-

Interviews with minority professionals in Flanders of Turkish or Maghrebi heritage. First, subtle discrimination is ambiguous and usually disguises disempowerment as empowerment. Second, subtle discrimination is based on power processes such as normalization, individual legitimization, legitimization as the other, and naturalization, which subtly undermine minority individuals via everyday interactions. Thirdly, prejudice in the workplace is tied to social structures and discourses that permeate workplace interactions and are maintained by them.

Baert et al. (2015) conducted an empirical analysis of the cross-sectional relationship between hiring discrimination and labor market tightness at the occupation level. For this reason, a correspondence exam is administered on the teenage labor market. Results indicate that persons with a foreign-sounding name are as likely as natives to be asked to a job interview when applying for positions that are difficult to fill; nevertheless, they must submit twice as many applications for positions where labor market competition is limited. Multiple sensitivity testing has validated the findings.

In addition, a 2003-2004 nationally representative random-digit-dial telephone survey ($n = 2,151$) examines the prevalence of harassment and discrimination in the workplace (HDW) over the previous year, as well as its effects on mental health and drinking (HDW). The HDW covered experiences and views of sexual harassment, general workplace harassment, and perceived harassment or discrimination based on race or ethnicity. To calculate the prevalence, gender, race, age, occupation, marital status, and education were utilized. The effects were studied by adjusting for demographic, occupational, and personal stresses. Multiple types of HDW were prevalent. SH

was more prevalent among women, but HDW was more prevalent among Blacks and persons of other races or ethnicities. In addition to life and work constraints, achieving specific goals predicted further variation in problem drinking and mental health, particularly among women. According to one study, HDW is prevalent in the United States and is associated with poor mental health and problem drinking (Rospenda, Richman & Shannon, 2009).

With the aging of the American workforce (U.S. Department of Labor, 2002) and evidence that age discrimination can lead to feelings of worthlessness, powerlessness, and low self-esteem, we must continue investigating these issues. In addition to demographic changes, several significant socioeconomic changes make studying aging in the workplace crucial. In the past 15 years, firms have laid off many employees, challenging preconceived notions about job security based on loyalty and effort. Such changes may have a disproportionately unfavorable effect on middle-aged and older workers, who may have substantial financial commitments and significantly more difficulty re-entering the labor than younger ones (Bureau of Labor Statistics, 2002). Additionally, when the number of management levels in a firm reduces, growth opportunities diminish for individuals, such as a reorganization could exacerbate career advancement difficulties for older workers, particularly in the current era of rapid technological advancement, when older individuals are viewed as less trainable, and there is evidence of age stereotypes indicating that older workers will be evaluated less favorably than their younger counterparts (Lawrence, 1987, 1988). Moreover, a recent study of 340 executives shows that 61% feel that age discrimination is a more

significant issue today than it was a year ago, and 35% say they've encountered it in their most recent job search (Shore & Goldberg, 2019).

In addition, as the population ages, older persons will comprise a more significant proportion of the labor force (Rospenda, Richman, & Shannon, 2009). However, more senior employees are increasingly concerned about age discrimination. Previous studies have shown that age discrimination might exacerbate unpleasant feelings like helplessness, helplessness, and low self-esteem. This study developed and evaluated a method for determining workplace age discrimination. Three datasets were included in the validation research from Norway, Sweden, and Finland. The study adds a psychometric component to ageism research's behavioral part (Furunes & Mykletun, 2010). Religious discrimination complaints increased more quickly throughout the previous ten years than those involving most other protected groups under the Civil Rights Act (CRA). This review article tries to bring together psychological and HR practitioner-focused studies on the topic to better understand religious discrimination allegations. This study highlights the need for more research and the difficulties and practical ramifications of religious discrimination for managers. We provide a comprehensive assessment of studies on religious prejudice in psychology and business. Based on the literature research and Case law, we emphasize four trends that lead to religious discrimination at work: (1) Legal uncertainties, (2) more religious diversity in the American workforce, (3) Increased expression of religious convictions, and (4) religion's distinctive nature. The trends we discovered in our review study emphasize the need for employers to recognize and manage workplace religious discrimination issues. This field's shortage of empirical research points to a

crucial knowledge gap that calls for additional research. This literature review not only reveals the trends that contribute to religious discrimination in the workplace but also indicates research gaps that require more examination and the practical implications for employers and organizations (Ghumman et al., 2013).

According to research was done by Offer Mann et al. (2014), interracial interactions are often viewed differently by different individuals, which makes job discrimination murkier. This study examines individual color-blind beliefs, a significant individual difference variable in the experience of discrimination at work. We discussed the relationships between three color-blind attitudes (Racial Privilege, Institutional Discrimination, and Blatant Racial Issues) and workplace racial micro aggressions committed by a White supervisor against a Black employee (i.e., discriminatory actions ranging from subtle to overt). Observer opinions on institutional discrimination fully moderated the connections between racial group membership and the perception of workplace micro aggressions, whereas overt racial concerns somewhat mediated the correlations. Color blindness was viewed as institutional discrimination and obvious racial issues by non-Hispanic Whites much more associated with lower probabilities of perceiving micro aggressions. The perspectives on racial privilege did not significantly differ between racial groups or affect emotions of micro aggression. The consequences for firms attempting to foster more inclusive workplaces are emphasized.

In addition, subtle discrimination permeates the modern workplace as the demand to seem egalitarian grows. Although its ambiguity may make it look innocuous at first glance, a growing body of research indicates that subtle

discrimination hinders individual and organizational performance, maybe even more so than its overt counterpart. In the following paper, we make the case against categorization and favor a continuous and multifaceted framework for discriminating. We claim that discerning instances differ along several connected but distinct continuums, such as subtlety, formality, and purpose. We think organizational studies should embrace a more dynamic, developmental viewpoint to understand better the causes, underlying mechanisms, and effects of subtle discrimination. We believe everyone is responsible for identifying and resolving subtle workplace discrimination because they are all complicit in it. We conclude with a summary of research on subtle discrimination in the workplace from the perspectives of four stakeholder groups — targets, perpetrators, bystanders, and allies — and a discussion of promising strategies that each of these stakeholder groups can use to combat subtle discrimination in the workplace (Jones et al., 2017).

Task Segregation

Despite decades of a study indicating that black-white disparity is more significant in locations with a substantial black population, little is known about the underlying causes of this effect. This study analyzes two plausible pathways for the impact of black concentration on wage inequality: job segregation and devaluation, using a unique data set of individuals nestled inside professions throughout labor markets. The results indicate that the bigger the black population, the greater the segregation of black employees into occupations dominated by blacks. On the other hand, there is less evidence that the devaluation effect (the expense of working in a job dominated by blacks) grows in proportion to the black population. Discrimination against employees, mainly

exclusion from higher-paying occupations, is a primary way the black population size influences the wage disparity (Huffman & Cohen, 2018).

Recent legislation and several media reports demonstrate that gender inequality in the workplace is a pressing issue in the present day. In stark contrast to this yearning for justice are the constant gender wage gap, the steady number of gender discrimination lawsuits filed each year, and the diversity of high-profile cases reported by the media. The generation of the workforce who is ready to enter labor does not perceive gender discrimination as being a severe threat to themselves or others, according to research from 2006. Sometimes, university students minimize or outright deny the possibility that they would observe or encounter gender-based discrimination in the job. This study is a continuation and comparison of the survey conducted in 2006 to discover whether university students' opinions have changed or whether they still think they are immune to the injustice of workplace gender discrimination. Our results show that students in this cohort are more concerned about gender discrimination against men and more aware of these concerns. However, it is still astounding how pupils refuse to think that gender discrimination will directly affect those (Snipe et al., 2016).

Wage Rate

The researchers investigate how worker qualification levels, human resource procedures, and women's access to higher-level professions are connected to gender pay differences using a sample of 5,002 employees from 94 large German firms. After conducting tests to meet the objectives of their study, they discovered that: (1) more women in management reduces the gender earnings gap for jobs with low qualifications but not for jobs with high

qualifications; (2) men's compensation is positively affected by having a male supervisor, but women with a female supervisor do not receive this benefit; and (3) The association between gender and earnings is moderated by human resource strategies and job-level requirements. Including more women in management and supervisory roles does not effectively close the gender pay gap; rather, it affects the organizational environment (Abendroth et al., 2016). In addition, most studies on the formalization of pay systems indicate that it lowers imbalance or inequality; nevertheless, some recent tests indicate the contrary. Using social personality theory, the present study shifts its attention from whether formalization lowers inequality to whether and under what circumstances less structured compensation schemes might assist reduce disparity. The purpose of the study was to determine if male and female CEOs differ in their use of less formal compensation frameworks to manage attention and determining the consequences for pay among workers at various levels of the organizational hierarchy. Researchers found a smaller gender wage gap in less structured pay segments for 857 workers reporting to a female manager in 120 retail locations of a financial and administrative business. These results indicate that it is essential, when examining the relationship between the formalization of compensation and the gender wage gap, to consider the primary sexual orientation and authority position of the representatives being examined (Abraham, 2016).

In light of this, research on workplace discrimination tends to concentrate on one kind of closure or one particular axis of inequality, with little attention paid to how positional and relational power could increase or decrease susceptibility in the workplace. Using data from about 6,000 full-time employees

from five waves of the General Social Survey (2002-2018), the author examines sexual harassment, discrimination, and the impact of professional status and vertical and horizontal workplace connections. According to the findings, positive vertical (i.e., supervisory) and horizontal (i.e., coworker) connections reduce the likelihood of discriminatory and sexually harassing encounters. Higher ranking occupations are associated with a higher risk of gender and age discrimination. However, there are persistent weaknesses in the occupational hierarchy for minorities and women who endure racial and sexual harassment (Roscigno, 2019). In addition, discrimination is described in the labor economics literature as the assignment of contracts with differing hourly compensation rates to similarly productive workers under the same working conditions. Even if contract discrimination and productivity disparities are explicitly prohibited out, contract theory is utilized to explain how such gaps occur in some instances. To discriminate between labor kinds, only consumption/leisure options and accessibility are considered. A labor cost-cutting company offers a menu of work contracts from which employees can choose. The model exposes external effects across types and the possibility of a paradoxical scenario in which less demanding workers are compensated more. A minimum number (quantity) of the most demanding employees is always required in a mixed employment structure (Contensou & Vranceanu, 2021).

In addition, a study of the incomes, employment, and savings patterns of internal migrant women construction workers, with a particular focus on Coimbatore, Tamil Nadu, India. In the region under investigation, women employees encounter obstacles such as unequal pay, sexual harassment, and

poor sanitation. Sanitation is one of the most significant population growth-related environmental challenges. Noteworthy is the availability of bathrooms and toilets. This problem affects 82,4 percent of construction workers, according to the report. The study's primary objective is to evaluate individuals' socioeconomic status, income, employment, and saving habits. Due to a lack of data on migrant women construction workers, an appropriate sample strategy was employed to contact 100 migrant women construction workers from each of Coimbatore's five zones. Insufficient information necessitated the elimination of 22 respondents' responses, reducing the sample size to 478. The survey revealed that migrant women worked an average of five days per week and eight hours daily. In the case of current daily salary, the average daily wage was determined to be Rs. 391. At home, they were paid Rs. 132.24 each day (Govindharaju, 2021).

Alongside salary rates, this article analyses the amount of time spent on paid (wage-earning or self-employed labor, for example) and unpaid (household chores/care work, for instance) labor. To establish the amount of discrimination in the rural labor market based on gender and social group, researchers analyzed the imputed salaries and occupational structure of men and women and those of other social groups. The primary objective of this article is to highlight the gender pay gap in agricultural and non-agricultural occupations. In addition, the study illustrates how men and women allocate their time between job and non-work activities. The study utilizes high-frequency data and econometric methods to investigate the factors that drive gender differences in time allocation. According to the report, males work more hours and make more money than females. Therefore, even if women worked more

hours (including hours spent and not working), there is still a sizable pay disparity between men and women. The quantity of time spent working and not working has been significantly influenced by social identity, household wealth, land, income, education, and skill (mostly domestic tasks). This study showed that the labor market is segregated by gender, with men choosing higher-paying non-firm jobs while remaining reliant on women's agricultural businesses. To increase labor participation and shift toward higher-paying occupations, some of the policy recommendations from this study include improving health, expanding women's participation, especially among minorities, and improving land and other asset ownership (Reddy et al.,2021).

Gender Identity

Cabarrubias (2012) conducted a study in which men and women were given the same workload and worked in the same environment. Still, the effects on each gender differed in health problems, women working at night, task performance conflicts between men and women, and different family obligations, a concern for call center managers. Working at a call center with graveyard shifts is particularly difficult for women from families with a history of caring for all household members. Stainback, Ratliff, and Roscigno (2011) expand on earlier studies on workplace issues, including bullying and sexual harassment. The data came from the 2002 National Study of the Changing Workforce, which indicates people's experiences with sex discrimination and possibly relevant organizational environment elements discovered in previous research. The statistics suggest that sex discrimination decreases when both sexes make up most of a workgroup. Supportive working cultures reduce the likelihood of sexist discrimination, but executive power appears irrelevant. In

conclusion, the researchers evaluate these data regarding hierarchy maintenance, group competition, and internal cultural dynamics.

In addition, Channar, Abbassi, and Ujan (2011) studied workplace gender discrimination and its consequences on stress levels, employee satisfaction, motivation, commitment, and enthusiasm. 525 male and female personnel completed a closed-ended questionnaire from the lower, middle, and higher category positions in the public and private health and education departments in the Hyderabad and Jamshoro districts. According to the research, there was more excellent discrimination against women in private companies than against men. The results indicate that women experience higher discrimination in the private sector than in the public sector. Using the Pearson product-moment correlation coefficient, we analyzed the effect of gender discrimination on satisfaction and motivation, commitment and enthusiasm, and stress level. The data indicate that gender discrimination diminishes employee satisfaction, motivation, devotion, and confidence while raising stress levels.

In addition, the gender gap in the workplace is a multifaceted phenomenon that may be detected in organizational structures, procedures, and practices. Human resources (HR) procedures reinforce some of the most detrimental gender inequities for women. This is true because HR practices (policy, decision-making, and implementation) impact women's hiring, training, remuneration, and advancement. We develop a model of gender discrimination in human resources that emphasizes the mutuality of gender disparities at work. The authors contend that gender disparities in organizational structures, procedures, and practices are the root cause of gender bias in HR decision-

making and practice. This encompasses HR policy, leadership, design, strategy, organizational culture, and organizational environment.

Additionally, sexism among corporate decision-makers may affect how likely they are to take sexist or discriminatory actions in the HR field. Because it affects not only HR procedures but also creates a socializing environment for hostile and mild sexism among corporate decision makers, institutional discrimination in organizational structures, processes, and practices is particularly important. We identify crucial levers for eliminating prejudice even though we depict gender disparity as a self-reinforcing system that may lead to bias (Stamarski & Hing, 2015). Emergence of gender differences among employees. In this study, the theoretical origins of inequalities were investigated (horizontal and vertical occupation sex segregation). Before looking into the cultural, sociological, and structural factors that may aid in reducing inequality, review empirical data on gender discrepancy in the workplace. According to researchers, the future theory will almost certainly concentrate on two directions: (1) an institutional theory of remediation, which examines how institutional environments and factors can weaken gendered organizations; and (2) political theory, which investigates the circumstances in which women might act as change agents in an organization (Kalev & Deutsch, 2018).

Additionally, by 2010, traditional human capital had significantly lessened gender salary gaps, even if there were still significant differences in employment and industry based on sexual orientation. Additionally, the wage gap caused by gender decreased at the top of the pay scale much more slowly than at the middle or bottom, and it was significantly bigger at the top in 2010. Researchers then examine the text to ascertain what has been learned

regarding the explanations for the gaps. They anticipate that many of the usual descriptions will continue to be relevant. Women's work power interferences and more constricted hours remain significant in high-talented occupations, presumably due to compensation inequities, even though human-resources difficulties are now usually irrelevant in the aggregate. Research based on test evidence clearly shows that separation cannot be lessened as gender differences in jobs and businesses continue to be necessary, as do differences in sexual orientation occupations and the sex division of labor. One of the newest theories explaining gender differences in results focuses on mental characteristics or non-cognitive talents. Quantitative research on the impact of these factors is growing, and it suggests that they the contemporary workplace is viewed as a significant area for the only directly or indirectly contribute to the sexual orientation wage gap, albeit in a much smaller way than, say, occupation and industry impacts, but they appear to contribute modestly to these differences (Blau and Kahn, 2017).

Moreover, according to research done by Funk and Parker (2018), women working in science, technology, engineering, or mathematics (STEM) face a unique and occasionally hostile work environment compared to males. Discrimination and sexual harassment are on the rise, and gender is increasingly viewed as a barrier in the job rather than an advantage. Women in STEM industries where men outnumber women, women in computer employment (only a portion of whom work in the technology business), and women in STEM with advanced degrees are three types of women in STEM roles who are more likely to encounter workplace inequalities. According to a nationally representative Pew Research Center survey including an

oversample of persons working in STEM fields, a majority of each of these subgroups of women in STEM had experienced discrimination at work.

Moreover, even though women have made and continue to make a significant contribution to many facets of society, they are frequently undervalued at work and only hold a small percentage of high-profile, well-paying positions. Despite substantial efforts to promote workplace diversity, this issue remains pervasive around the globe. This study employed an interpretive phenomenological approach to evaluate if and to what extent women are considered in measuring the achievement of diversity for firms from the feminist perspective of social justice. Initial research in the United States and South Africa revealed substantial occupational disadvantages for women. In addition, the broader notion of diversity has led to a tangled web of strategies and metrics for promoting diversity in the workplace.

Even though women do better academically and professionally than men, and despite the legislation and policies in various nations worldwide, they are commonly seen as second-class citizens and less capable. As a result, women are restricted to roles with lower income and authority. There is a need for further study emphasizing the significance of workplace gender equality. In addition, how equality is assessed should be considered. This study addresses a gap in the literature by highlighting women's perceptions of gender equality in workplace diversity programs. Research on diversity, gender discrimination, and women in the workplace has been conducted extensively. Still, relatively little research has been done on how women's experiences in the workplace affect workplace diversity. Similarly, a shared concept of workplace diversity should be created to promote discussion and aid in developing strategies and

regulations to promote diversity that is fair and inclusive to women globally (Orr, 2021).

Heilman and Caleo (2018) examined the variables and processes that contribute to gender discrimination in the workplace, which hinders women's career advancement. Using various approaches, it analyzes how descriptive and prescriptive gender stereotypes produce injustice in women's selection, promotion, and evaluation. This study examines how gender stereotypes that characterize how men and women behave, or "descriptive gender stereotypes," encourage gender inequality by promoting the idea that women are incompatible with traditionally masculine roles. It also looks at how rigid gender stereotypes, which dictate what men and women should look like, encourage gender discrimination by criticizing and punishing women for acting in ways that are inconsistent with their gender roles, whether outwardly or just by performing exceptionally well in them.

The chapter examines prior research, analyses the factors that minimize or exacerbate gender discrimination, and offers new research questions. Moreover, in developed industrial nations, the issue of gender equality in the workplace has inspired many rules to prevent gender discrimination in hiring, pay, and advancement. However, gender discrepancies in the workplace persist. This study aims to examine the psychological elements that lead to the perpetuation of gender discrimination against working women. Based on the study on discriminatory thinking, we hypothesized that the belief that women's employment harms children and family life mediates the relationship between sexism and hostility to a mother's profession. This hypothesis was investigated using the Family and Changing Gender Roles module of the International Social

Survey Programme. Between 1994 and 2012, 51632 respondents from 18 countries provided the data. Structural equation modeling served to validate the hypothesized mediation. Overall, the findings shed light on how parenting attitudes influence gender structure in societies that promote gender equality (Verniers & Vala, 2018).

Racial Diversity

Researchers claimed that 'everyday discrimination,' or the subtle, pervasive discriminatory acts faced daily by members of stigmatized groups, might increase workplace discrimination research. Three studies using secondary data analysis techniques reveal the existence of daily employment discrimination against African Americans. In addition to demonstrating the presence of such discrimination, data suggests that everyday discrimination is negatively related to several well-being metrics.

The significance of these findings for organizations and discrimination researchers is discussed (Deitch et al., 2013). In addition, the current workplace is dominated by subtle separation because of the increasing need to appear libertarian. Much evidence demonstrates that subtle segregation weakens representative and authoritative functioning, possibly much more than its evident alternative, even though its questionable shape may make it appear harmless on the surface. In the following article, researchers argue against an uncontrolled framework for separation in favor of a complex and long-lasting one. In doing so, researchers say that everyone affects the time spent in the hidden break at work and is thus responsible for preventing and resolving it. Researchers conclude that a review of promising procedures that each of these partners can implement to address unobtrusive separation, along with a

summary of research on indistinct breaks in the workplace from each of the four partner perspectives -target, perpetrators, onlookers, and partners(Jones et al., 2017). Given this, it is crucial to consider racialized experiences and proximal markers of academic performance for Black youth when assessing the achievement gap. By focusing on the impact of discrimination stress, this study advanced previous findings and recognized that racial discrimination had a detrimental effect on black teenagers' academic performance. This study used hierarchical regression analysis and a moderated moderation model as indicators of academic attitudes and beliefs to evaluate the association between racial discrimination stress and school belonging among 344 Black teens (M age = 15.6). Focusing on schools with a predominately White student body, we investigated the interaction effects of school engagement as a stress buffer for racial discrimination. Academic competence, academic efficacy, and academic skepticism correlate with school attendance.

Additionally, school participation reduced the adverse effects of racial prejudice stress on Black students' academic ability in schools with a majority of White students. Indicating the cumulative impact of school racial composition on academic attitudes and beliefs among Black children by highlighting the co-occurrence of risk and protective factors, the findings demonstrate the cumulative effect of school racial composition on academic attitudes and beliefs among Black children. These findings have both practical and theoretical implications, indicating the relevance of the school setting in detecting academic attitudes and beliefs among Black kids (Morris et al., 2020).

According to Pages (2008), the persistence of racial disparities in employment, housing, and various other social spheres has rekindled interest in the effects of discrimination. Despite this, prejudice is currently more difficult to identify than before the civil rights movement, when it was overt and pervasive, presenting challenges for social science conceptualization and measurement. This article examines the relevant literature on discrimination, focusing on racial discrimination in the workplace, housing, credit markets, and consumer interactions. Start by identifying and assessing discriminating measuring procedures.

In addition, this study investigates if and how internal communication efforts relate to racial minority employees' coping techniques with workplace prejudice. Researchers observed that racial minority employees were more likely to adopt emotion-focused coping methods than problem-focused coping strategies when confronted with workplace discrimination, which impacted relational and behavioral employee outcomes.

Researchers observed that racial minority employees were more likely to adopt emotion-focused coping methods than problem-focused coping strategies when confronted with workplace discrimination, which impacted relational and behavioral employee outcomes. It has been established that transparent communication reduces the harmful impacts of discrimination while increasing the desire to employ problem-solving solutions (Li & Tsai, 2021).

As this paper reviews, the literature provides further understanding of discrimination and how it should be lessened. Overall, the literature gives hints as to what are the practical ways that will help us to reduce the issues related to discrimination in the workplace. This will broaden or add additional

understanding of the problem area as it provides background for this research project. This study aspires to add to the previous literature by collecting and analyzing reliable information that ensures the safety of every individual physically and mentally inside the work premises.

Theoretical and Conceptual Framework

The theory that will be used for this study is the Social Learning theory. The Social Learning Theory of Bandura in 1954 also holds that an individual's immediate environment influences behavior. Rotter added that every predictive system, idea, or framework attempts to solve a set of issues rather than describe or classify them; some working definition of personality is required here to orient the reader to the nature of the problems we seek to address. Agreeing to Social Learning Theory, employees are learning every day with the help of their superiors and even their co-workers, having an essential idea that may significantly impact an individual's productivity. Sex roles once became an excellent happening in our society in which it helps delineate accepted and appropriate behaviors of both opposite sexes (males and females). For example, in addressing sex discrimination in the workplace, researchers should examine failing aspects of this expectancy learning which can lead to distress and self-limiting defensiveness. This theory provides cautions concerning causes of discrimination issues in the business society and even in every organization involved with discrimination.

Main Variable

Determinants of Employees
Discrimination

- Task Segregation
- Wage Rate
- Gender Identity
- Racial Diversity

Profile of the Respondents

- Sex
- Number of
years in
service

Moderator Variable

Figure 1. Conceptual Framework of the Study

Significance of the Study

The study is worth conducting because it provides new information that will contribute meaningfully, specifically to the following entities:

Company Owners and Managers. This study will serve as their tool to know more about the other factors causing discrimination to happen to their employees as it reflects in performance and work productivity.

BPO Industry. This study will serve as a tool to have discrimination-free and equality must be put in the workplace and to awareness to all people in the BPO industry who are suspects of discrimination and even all employees that experienced being discriminated against.

Future Researchers. This study will inspire them to conduct a survey related to this research. The researchers will be motivated to give awareness to managers and employees or the people around them about discrimination.

Definition of Terms

For clarity and easy understanding of the study, significant terms are defined operationally based on their uses in this research study.

Discrimination - In this study, it is our independent variable which is the main focus of the researchers to know how it happens and what contributes to someone discriminating against others in a specific workplace.

Task Segregation - In this study, it is an indicator of how superiors carefully disseminate the tasks to the employees and whether it matters to their capabilities as men or women.

Wage Rate - It refers to an employee's salary and to know if its pay is equal to the efforts they contributed to the company's success.

Gender Identity - In this study, it is an indicator to test if discrimination matters to one's gender identity as a person and how gender identity matters in the workplace.

Racial Diversity - In this study, employees have different physical features, and for the researchers to test how racial diversity causes an individual discriminates against someone according to their physical characteristics.

Awareness - It refers to the knowledge of the company owners and managers, and employees about the effect of discrimination.

Chapter 2

METHOD

In this chapter, the researchers will present the methodology used in the study. This includes the specification of the research design, research subjects, research instrument, and statistical treatment of data. This chapter demonstrates how the researchers will gather the required data for the study.

Research Design

The research design that will be used for this study is the quantitative descriptive method. Descriptive research aims to describe a population, situation, or phenomenon accurately and systematically. A descriptive research design can use a wide variety of research methods to investigate one or more variables (McCombes, 2019). As part of it, collection of data will be done in order to test the null hypothesis through survey questionnaires. This design will be used since the main problem of the study is to describe the effect of discrimination among BPO industry employees in Davao City.

Research Respondent

The respondents of the study for the independent variable and dependent variable are the BPO industry employees in Davao City who experienced discrimination inside the work premises. To select respondents for this study, the following criteria will be used:

- Must be a BPO employee.
- Must be on service for six months or more.

- Must experience or have existing knowledge of discrimination in the workplace.

The study will employ a complete enumeration method to determine an ideal number of identifying respondents.

Research Instrument

The instrument used is an adapted questionnaire from Parker and Funk (2017) to gather data. The questionnaire consists of five (5) parts: demographic profile of the respondents, questions related to task segregation, wage rate, gender identity, and racial diversity; the questionnaires will be distributed to the BPO industry employees in Davao City via Google Form Survey since the researchers cannot perform the traditional way of gathering the data in face-to-face survey considering the protocols of the pandemic that we are facing today. The following descriptive and ranges will be used to interpret the respondent's response to the questionnaire.

Scale of Instrument

For Determinants of Discrimination among BPO industry employees in Davao City.

Rating scale	Descriptive Equivalent	Interpretation
4.3- 5.0	Strongly Agree	The respondents strongly agree that discrimination is being observed on all occasions.
3.5- 4.2	Agree	The respondents agree that discrimination is being observed on all occasions.
2.7- 3.4	Undecided	The respondents are undecided that discrimination is being observed on all occasions.

1.9- 2.6	Disagree	The respondents disagree that discrimination is being observed on all occasions.
1.0- 1.8	Strongly disagree	The respondents strongly disagree that discrimination is being observed on all occasions.

Research Procedures

The researchers will take the following procedures to gather the data needed for this study.

1. Seeking permission to conduct the study. The researchers will seek approval or permission to perform the survey of the selected respondents (the BPO agents only). They qualify for our set of criteria through an e- permission letter.
2. Pilot- Testing, Administrative, and Sending of Google Form Link. The researchers will conduct pilot testing with ten randomly selected respondents when the permission letter is approved. After finalizing the questionnaire, the distribution of Google Forms links (instead of printed survey questionnaire) considering the pandemic protocols we are facing today. For the validity of this study, instructions will be given to ensure honesty and clear and complete answers before answering the questionnaire.
3. Checking, Collating, and Processing of Data. The respondents' responses will be reviewed, compiled, and combined in a Microsoft Excel file. The preceding file will be given to a statistician for statistical analysis to find solutions to the issues presented and cited in the first chapter.

4. Interpreting Test Results from Statistician. The researchers will interpret all the tests conducted by the statistician in line with the Statement of the Problem stated in this research paper. Analyzed data will be explained further to understand the results.

Statistical Treatment of the Data

The data that will be gathered will be tabulated and analyzed by the following statistical tools.

Frequency. This tool indicates the frequency of occurrence in the data. The frequency pattern associated with a variable's distribution is the set of all possible values and the corresponding frequencies.

Percentage. This is indicated by the symbol %, which represents "per hundred." One percent (or 1%) is equal to one-hundredth of the whole number and is calculated by multiplying the total or entire number by 100.

Mean. This instrument will calculate the average discrimination scores among BPO industry employees in Davao City.

Analysis of Variance (ANOVA). It is a method for determining if the findings of a survey or experiment are statistically significant or, in other words, whether it is necessary to reject the null hypothesis or accept the alternative view.

Chapter 3

PRESENTATION AND ANALYSIS OF FINDINGS

This chapter presents a comprehensive description and interpretation of the data gathered from the survey. There were 100 respondents in the study. Table 1 describes the respondents in terms of sex and number of months in service in a specific BPO company. Table 2 tries to determine the extent of discrimination among BPO industry employees; it displays the summary of all indicators. And table 3 presents the significant difference in discrimination among BPO industry employees in Davao City according to their profiles.

Profile of Respondents

Table 1 presents the profile distribution of the respondents, where 34% were male, and 66% were female. The survey result shows that 75% of the respondents were employed with the range of 0-36 months, 19% for 37-72 months, 4% for 73- 108 months, and 2% for 109-up. In the table presented above, the sex having more respondents was females, 66% of the total sample size, and 34% of males. On the other hand, the number of months in service, the range having 0-36 months, have the most significant number of respondents, and the smallest number of respondents are those employees working in a BPO industry with the range of 109-up months.

Table 1. Profile of Respondents

Profile		Frequency	Percent
Sex	Male	34	34%
	Female	66	66%
Number of months in service	0-36 months	75	75%
	37- 72 months	19	19%
	73- 108 months	4	4%
	109- up	2	2%

Task Segregation, Wage Rate, Gender Identity, and Racial Diversity were the four (4) factors that assisted the researchers in determining the amount of prejudice among BPO business personnel. As shown in Table 3, the mean score for task segregation was 4.32, which corresponds to Strongly Agree, indicating that discrimination occurs on all occasions. According to Chan and Anteby (2016), female workers appeared to be disproportionately exposed to managerial sanctions for taking recuperative time off and a limitation of their skill set as a result of task segregation, which may have contributed to lower promotion opportunities, pay, job satisfaction, and turnover rates for women. The researchers conclude by presenting a theoretical model of how task segregation may be utilized to produce job quality disparities within the same occupation. With a descriptive equivalent of Agree and a mean of 4.20, the findings for Wage Rate indicate that discrimination is seen in most cases, with an ideal match of Agree. Abraham (2016) performed a study among 857 employees in 120 retail locations of a financial administration company. Researchers revealed evidence of a minor gender wage difference

For less-structured play segments for representatives reporting to a female supervisor. These findings demonstrate that it is essential to consider the sexual orientation and position of authority of the evaluators when examining the relationship between the formalization of pay and the gender wage gap.

Table 2. Extent of discrimination among BPO industry employees

Indicators	Mean	Standard Deviation	Descriptive Level
Task Segregation	4.32	0.11364	Strongly Agree
Wage Rate	4.20	0.15528	Agree
Gender Identity	4.28	0.12364	Agree
Racial Diversity	4.22	0.15111	Agree
Overall Mean	4.26	0.0177	Agree

In addition, as shown in table 3, gender identification received a mean score of 4.28 with the descriptive equivalent of Agree, indicating that discrimination is seen in most instances. Roscigno (2011) investigated the National Study of the Changing Workforce, which means people's sex discrimination experiences and pertinent organizational environment features emphasized by other research. The results indicate that when both genders constitute a numerical majority in their workplace, they experience less sex discrimination.

With a descriptive equivalence of Agree and a mean of 4.22, the results revealed that discrimination is seen in most instances in terms of Racial Diversity. This study enhanced previous studies by concentrating on the stress caused by racial discrimination and acknowledged that racial discrimination has a detrimental effect on the academic performance of black youths. Stressing

the coexistence of risk and protective factors to demonstrate the cumulative impact of school racial mix on intellectual attitudes and beliefs among black children by highlighting the co-occurrence of risk and protective factors, the findings show the cumulative effect of school racial composition on academic attitudes and beliefs among Black children (Morris et al., 2020).

Significant difference on the extent of discrimination among BPO industry Employees in Davao City according to their sex

Table 3. *Significant difference on the extent of discrimination among BPO industry Employees in Davao City according to their sex*

Indicator	Sum of Squares	df	Mean Square	F	Sig.	Decision on H0
Task Segregation						
Between Group	1.209	1	1.209	3.394	0.068	Accept
Within Group	34.897	98	0.356			
Total	36.106	99				
Wage Rate						
Between Group	2.020	1	2.020	4.021	0.048	Reject
Within Group	49.220	98	0.502			
Total	51.240	99				
Gender Identity						
Between Group	2.095	1	2.095	4.973	0.028	Reject
Within Group	41.280	98	0.421			
Total	43.374	99				
Racial Diversity						
Between Group	0.193	1	0.193	0.429	0.514	Accept
Within Group	44.007	98	0.449			
Total	44.200	99				

Table 3 displays the statistically significant differences in the amount of discrimination among BPO industry employees in Davao City based on their

gender for each research indicator. The p-value for task segregation is more significant than the significance threshold of 0.05, indicating that the null hypothesis will be accepted and no significant differences exist. For the Wage rate, the p-value of 0.048 is less than the significance threshold of 0.05, indicating that the null hypothesis will be rejected in terms of the respondent's gender and that a significant difference exists. Gender identification has a p-value of 0.028, which is less than the level of significance of 0.05, indicating that the null hypothesis of the research about the respondent's sex will be rejected and a significant difference exists. Lastly, the p-value for ethnic diversity is 0.514, which is larger than the significance threshold of 0.05; hence, the null hypothesis will be rejected, indicating that no significant difference exists.

Table 4 displays the statistically significant difference in the amount of discrimination among BPO industry employees in Davao City based on the number of months of employment for each research indicator. The p-value of 0.530 for task segregation is larger than the significance level of 0.05, indicating that the null hypothesis will be accepted, and no significant differences exist. For the Wage rate, the p-value of 0.775 is above the significance level of 0.05, indicating that the study's null hypothesis will be accepted in terms of the respondent's number of months in service and that no significant difference exists. The p-value of 0.115 for gender identification is more significant than the significance level of 0.05, indicating that the study's null hypothesis will be accepted in terms of the respondent's number of months in service, and no significant differences exist. The null hypothesis will be rejected since the p-

value for racial diversity is larger than the significance threshold of 0.05, indicating no significant difference exists.

Significant difference on the extent of discrimination among BPO industry Employees in Davao City according to their number of months in service

Table 4. *Significant difference on the extent of discrimination among BPO industry Employees in Davao City according to their number of months in service*

Indicator	Sum of Squares	df	Mean Square	F	Sig.	Decision on H0
Task Segregation						
Between Group	0.817	3	0.272	0.741	0.530	Accept
Within Group	35.289	96	0.368			
Total	36.106	99				
Wage Rate						
Between Group	0.585	3	0.195	0.370	0.775	Accept
Within Group	50.655	96	0.528			
Total	51.240	99				
Gender Identity						
Between Group	2.585	3	0.862	2.028	0.115	Accept
Within Group	40.790	96	0.425			
Total	43.374	99				
Racial Diversity						
Between Group	3.373	3	1.124	2.644	0.054	Accept
Within Group	40.827	96	0.425			
Total	44.200	99				

Chapter 4

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the findings, conclusions, and recommendations of the study entitled discrimination among BPO industry employees in Davao City.

Summary

The result of the data analysis is shown below:

1. The profile of the respondents regarding their gender 34% of the overall population were male and 66% of the population were female. According to the respondents' number of months in service, between 0-36 months with a percentage of 75. Secondly, between 37-72 months with a percentage of 19. Next, between 73-108 months with a percentage of 4. Lastly, between 109-up months with the lowest percentage of 2.
2. The overall mean of discrimination among BPO industry employees is 4.46 which is described as Agree on the descriptive level. This means that discrimination is observed in most occasions specifically in the BPO industries in Davao City.
3. The study's finding reveals a significant relationship between gender identity and wage rates on the extent of discrimination among BPO industry Employees in Davao City according to their sex. Hence, the hypothesis was rejected.

Conclusions

Considering the above study findings, the following conclusions are drawn:

1. Discrimination based on wage rate and gender identity has a significant difference when respondents were grouped according to their sex, therefore the hypothesis is rejected.
2. There is no significant difference on task segregation, wage rate, gender identity, and racial diversity when respondents were grouped according to their number of months in service, therefore, the hypothesis is accepted and regardless of how long they have been in BPO industry, they were all equal in terms of the indicators presented in this study.

Recommendations

After a careful review of the findings and conclusions of the study, the following recommendations are given:

1. Employees may coordinate with their organization to conquer the unforeseen discrimination they encountered in their workplace.
2. The same study may be conducted and use of another or additional indicators that are related to discrimination in the workplace.
3. For future researchers, a similar study may be conducted in a wide area and in different setting to unlock possible factors that would help a business owner or manager to create a safety workplace for every worker.

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APPENDIX A**Permission to Conduct Study**

August 20, 2021

TO THE RESPONDENT

Davao City, Philippines

Dear Sir/Ma'am:

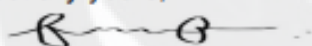
We are the Human Resource (HR) students of the University of Mindanao conducting a research study on "**Determinants of Employees Discrimination in the Lens of BPO Industry in Davao City.**" This is in line with our requirements in the subject, Business Research-HR.

In this regard, we would like to seek your approval to conduct an online research survey on you in order to gather data for our study. The data gathered will only be used to complete this study and will not be used for any other purpose.

We are hoping for your favorable response to this request.

Thank you.

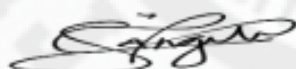
Respectfully yours,



Liezel Gay Fabular - researcher 1



Judy Ann Alquizar - researcher 2



Ma. Angela Ardion - researcher 3

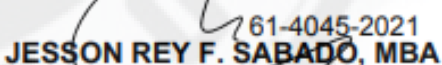
Noted by:



Noreen J. Natividad, MBA

Research Adviser

Recommending Approval:

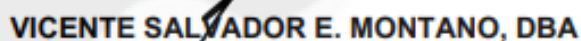


61-4045-2021
JESSON REY F. SABADO, MBA

Research Coordinator

Conforme:

Approved by:



VICENTE SALVADOR E. MONTANO, DBA

Research Respondent

Dean

APPENDIX B
Survey Questionnaire

**QUESTIONNAIRE ON DETERMINANTS OF EMPLOYEES DISCRIMINATION IN
THE LENS OF BPO INDUSTRY IN DAVAO CITY**

Name (Optional): _____ Sex:

☐ Male
☐ Female

Years in Service:

- ☐ 0- 36 months
- ☐ 37- 72 months
- ☐ 73- 108 months
- ☐ 109- up

Dear Respondents:

Greetings!

We are the Business Administration students of University of Mindanao. Presently, we are conducting a study entitled "Determinants of Employees Discrimination in the Lens of BPO Industry in Davao City". In the regard, we are asking for your precious time, and effort to answer all the questions in the questionnaire that are important and helpful for the completion of the study. Rest assured that all data gathered from you will be kept in the highest level of confidentiality. Thank you very much for your cooperation.

Respectfully yours,

Judy Ann Alquizar

Ma. Angela L. Ardion

Liezl Gay Fabular

Researchers

General Instruction: Hereunder are items about the extent of employee's discrimination. Please answer the items honestly using the scaling as presented. Your honest answer is much appreciated and rest assured that your response will be treated with utmost confidentiality. Please evaluate every item by checking the space provided in the table under your desired rating scale in every item.

The following code will help you in giving your observation or perception:

Rating Scale:

5 – Strongly Agree, it means that the condition indicated in the given item is observed in all occasions.

4 – Agree, it means that the condition indicated in the given item is observed in most occasions.

3 – Undecided, it means that the condition indicated in the given item is observed in some occasions.

2 – Disagree, it means that the condition indicated in the given item is observed in rarely occasions.

1 – Strongly Disagree, it means that the condition indicated in the given item is not observed in all occasions.

STATEMENTS	5	4	3	2	1

Task Segregation					
1. Job equally segregated to similar level or ranks in the company.					
2. My superiors clearly explain the task that was given to me on how to properly do it and what to avoid to do.					
3. I have clear understanding about the task that was given to me.					
4. The tasks that were given to me is manageable.					
5. My tasks are related to my job description.					
Wage Rate					
6. I am paid fairly for the work I do.					

7. I understand my benefits plan.					
8. Connection between pay and performance.					
9. I am satisfied with my salary with no such complains.					
10.Frequency and amount of bonuses.					
Gender Identity					
11.I don't feel being isolated in the workplace.					
12.I am treated as if I am competent enough to do my job well.					
13.I have a good working relationship with my co-workers.					
14.Workers are fairly treated regardless of someone's gender.					

15. The work environment in the company I worked is free from gender discrimination.					
Racial Diversity					
16. Managers treat subordinates fairly and with respect.					
17. My manager treats me with respect and values my contributions.					
18. The firm's policies and procedures discourage discrimination in different races.					
19. My coworkers and I are working together regardless of individual's race.					
20. Benefits are all equally given to the workers in different races.					

Adapted from: Pew Research Center (2017).

APPENDIX C

Summary of the Evaluator's rating

Rating Scale:

<i>Score</i>	<i>Equivalent</i>	<i>Narrative Description</i>
100-95	<i>Outstanding</i>	The indicators of the criterion are carried out in an excellent manner. 94.99-90
89.99-85	<i>Very Good</i>	The indicators of the criterion are carried out evidently.
84.99-80	<i>Good</i>	The indicators of the criterion are carried out fairly.
79.99-75	<i>Poor</i>	The indicators of the criterion are carried out deficiently.
74.99-70	<i>Very Poor</i>	The indicators of the criterion are carried out very deficiently.
69.99-70	<i>Missing</i>	The indicators of the criterion are not evident at all.

Average Score: 90%

(Passing Score = 85)

Remarks: Passed []

Failed []

APPENDIX D

Validation Sheet

Sir Glenndon Signed Questionnaire validation - Microsoft Word

MAILINGS

REVIEW

VIEW

 RESEARCH AND PUBLICATION CENTER The University of Mindanao	[] Main [] Branch _____	
	QUESTIONNAIRE VALIDATION SHEET	

Title of Research : DETERMINANTS OF EMPLOYEES DISCRIMINATION IN THE LENS OF BPO INDUSTRY IN DAYAO CITY

Proponents : Ardion, Alquizar, Fabular

To the Evaluator: Please check the appropriate box for your ratings.

Point Equivalent: 5 – Excellent 2 – Fair
 4 – Very Good 1 – Poor
 3 – Good

	5	4	3	2	1
1. CLARITY OF DIRECTION AND ITEMS The vocabulary level, language structure and conceptual level of the questions suit the level of respondents. The test directions and items are written in clear and understandable manner.		✓			
2. PRESENTATION/ORGANIZATION OF ITEMS The items are presented and organized in logical manner.		✓			
3. SUITABILITY OF ITEMS The items appropriately represent the substance of the research. The questions are designed to determine the conditions, knowledge, perceptions and attitude that are supposed to be measured.		✓			
4. ADEQUATENESS OF ITEMS PER CATEGORY The items represent the coverage of the research adequately. The number of questions per area category is representative enough of all the questions needed for the research.		✓			
5. ATTAINMENT OF PURPOSE The instrument as a whole fulfills the objectives for which it was constructed.		✓			
6. OBJECTIVITY Each item questions require only one specific answer or measures only one behavior and no aspect of the questionnaire suggest bias on the part of the researcher.		✓			
7. SCALE AND EVALUATION RATINGS SYSTEM The scale adapted is appropriate for the items.		✓			

 UM The University of Mindanao	RESEARCH AND PUBLICATION CENTER ☒ Main ☐ Branch Bolton
QUESTIONNAIRE VALIDATION SHEET	

Title of Research: Determinants of Employees Discrimination in the Lens of BPO Indus
 Proponents : Alquizar, Judy Ann; Ardion, Ma. Angelie; Fabular, Liezl Gay

To the Evaluator: Please check the appropriate box for your ratings.

Point Equivalent: 5 – Excellent 2 – Fair
 4 – Very Good 1 – Poor
 3 – Good

	5	4	3	2	1
1. CLARITY OF DIRECTION AND ITEMS The vocabulary level, language structure and conceptual level of the questions suit the level of respondents. The test directions and items are written in clear and understandable manner.		✓			
2. PRESENTATION/ORGANIZATION OF ITEMS The items are presented and organized in logical manner.		✓			
3. SUITABILITY OF ITEMS The items appropriately represent the substance of the research. The questions are designed to determine the conditions, knowledge, perceptions and attitude that are supposed to be measured.		✓			
4. ADEQUATENESS OF ITEMS PER CATEGORY The items represent the coverage of the research adequately. The number of questions per area category is representative enough of all the questions needed for the research.		✓			
5. ATTAINMENT OF PURPOSE The instrument as a whole fulfills the objectives for which it was constructed.		✓			
6. OBJECTIVITY Each item questions require only one specific answer or measures only one behavior and no aspect of the questionnaire suggest bias on the part of the researcher.		✓			
7. SCALE AND EVALUATION RATINGS SYSTEM The scale adapted is appropriate for the items.		✓			

APPENDIX E**Letter to the Adviser**

March 08, 2021

Noreen Natividad, MBA

Professor, Human Resource Management

College of Business Administration Education

This University

Dear Madam:

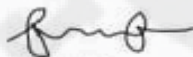
Greetings!

We, the third year student of University of Mindanao pursuing a degree of Bachelor of Science in Business Administration major Human Resource Management, are currently enrolled in Methods of Research.

We are writing to humbly request your assistance and expertise as our Research Advisor to our Research study entitled "Determinants of employee's discrimination in the lens of BPO industry in Davao City." We have followed the instruction and we believe that your knowledge and insights will be valuable and will great enrich our work.

Thank you for your consideration and we hope you will be able to fulfill our request.

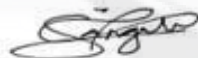
Respectfully yours,



Liezl Gay Fabular - researcher 1



Judy Ann Alquizar - researcher 2



Ma. Angela Ardion - researcher 3

Noted by:

0308202100140

Christian Paul J. Moyon, DBM
Class Adviser

Conform:



Noreen J. Natividad, MBA
Research Adviser

APPENDIX F**Letter to Statistician**

September 7, 2021

JESSON REY F. SABADO, MBA
Research Coordinator
College of Business Administration
University of Mindanao
Davao City

Dear Sir,

Greetings!

You are chosen to be our statistician for our research study entitled "**Determinants of Employees Discrimination in the Lens of BPO Industry in Davao City.**" We humbly request for your valuable time and knowledge for our work.

Knowing fully of your expertise along this line, the researchers wish your end for the possible enhancement of our work.

We are hoping for your favorable response to this request.

Thank you.

Respectfully yours,



Liezl Gay Fabular - researcher 1



Judy Ann Alquizar - researcher 2



Ma. Angela Ardion - researcher 3

Noted by:



Noreen J. Natividad, MBA
MBA

Research Adviser

Approved by:



JESSON REY F. SABADO,

Research Statistician

APPENDIX G**Certificate from Statistician****Certification from Statistician**

This is to statistically certify the research proposal of Ma. Angela L. Ardion, Judy Ann Q. Alquizar, and Liezl Gay M. Fabular, entitled ***“DETERMINANTS OF EMPLOYEES DISCRIMINATION IN THE LENS OF BPO INDUSTRY IN DAVAO CITY”***.

07-25-22-4045-7
Jesson Rey F. Sabado, MBA

Research Statistician

APPENDIX H

Turnitin Results

DETERMINANTS OF EMPLOYEES DISCRIMINATION IN THE LENS OF BPO INDUSTRY IN DAVAO CITY

ORIGINALITY REPORT

19%	12%	6%	12%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

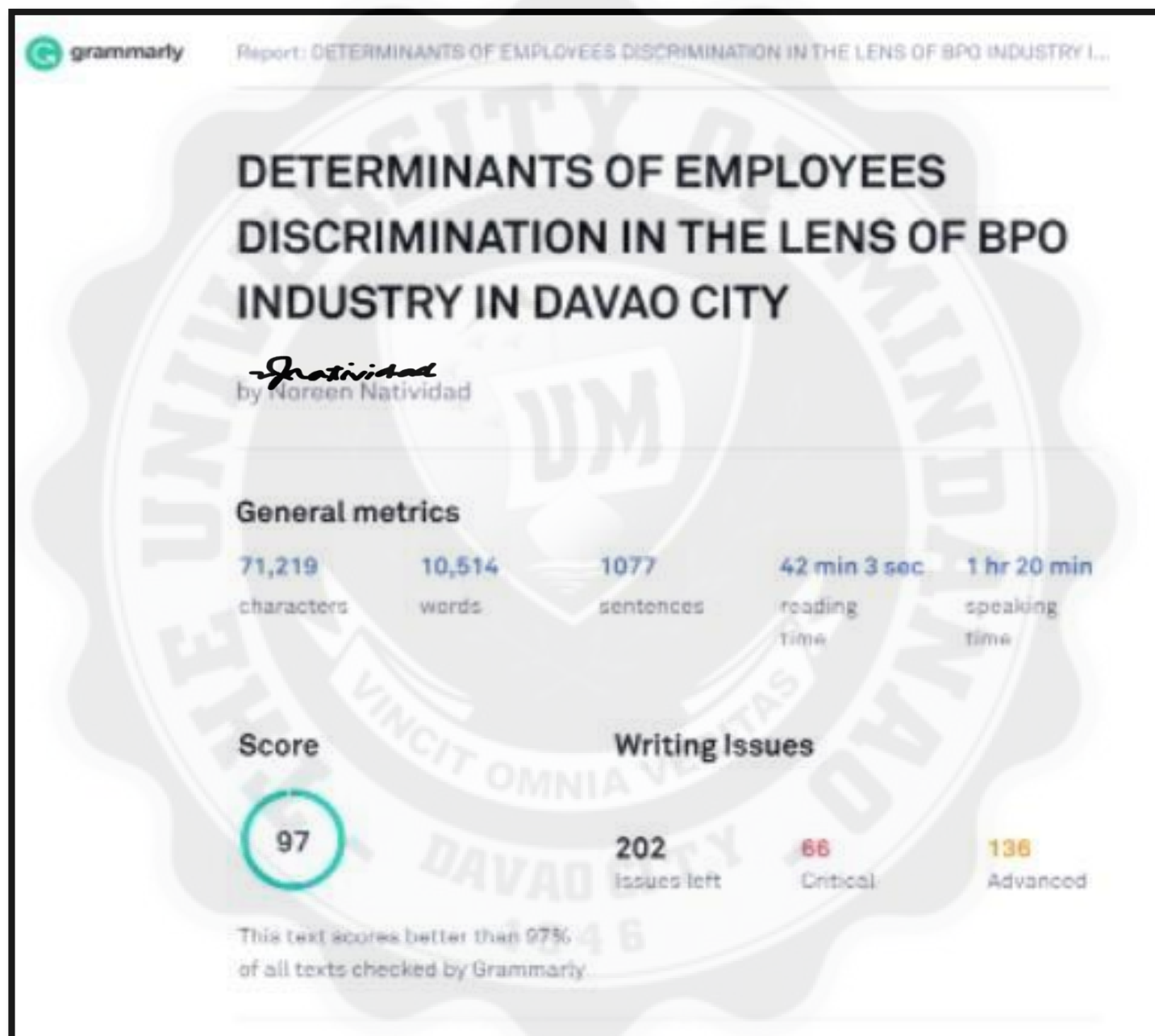
PRIMARY SOURCES

08-02-22-4045-45
JESSON REY F. SABADO

1	www.coursehero.com Internet Source	2%
2	www.mdpi.com Internet Source	1%
3	www.science.gov Internet Source	1%
4	knowledgecenter.ubt-uni.net Internet Source	1%
5	Submitted to Louisiana State University Student Paper	1%

APPENDIX I

Grammarly Certification



APPENDIX J

Tables

Table 1. Profile of Respondents

Profile		Frequency	Percent
Sex	Male	34	34%
	Female	66	66%
Number of months in service	0-36 months	75	75%
	37- 72 months	19	19%
	73- 108 months	4	4%
	109- up	2	2%

Table 2. Extent of discrimination among BPO industry employees

Indicators	Mean	Standard Deviation	Descriptive Level
Task Segregation	4.32	0.11364	Strongly Agree
Wage Rate	4.20	0.15528	Agree
Gender Identity	4.28	0.12364	Agree
Racial Diversity	4.22	0.15111	Agree
Overall Mean	4.26	0.0177	Agree

Significant difference on the extent of discrimination among BPO industry Employees in Davao City according to their sex

Table 3. Discrimination among BPO Industry Employees

Indicator	Sum of Squares	df	Mean Square	F	Sig.	Decision on H0
Task Segregation						
Between Group	1.209	1	1.209	3.394	0.068	Accept
Within Group	34.897	98	0.356			
Total	36.106	99				
Wage Rate						
Between Group	2.020	1	2.020	4.021	0.048	Reject
Within Group	49.220	98	0.502			
Total	51.240	99				
Gender Identity						
Between Group	2.095	1	2.095	4.973	0.028	Reject
Within Group	41.280	98	0.421			
Total	43.374	99				
Racial Diversity						
Between Group	0.193	1	0.193	0.429	0.514	Accept
Within Group	44.007	98	0.449			
Total	44.200	99				

Significant difference on the extent of discrimination among BPO industry Employees in Davao City according to their number of months in service

Table 4. *Discrimination among BPO Industry Employees*

Indicator	Sum of Squares	df	Mean Square	F	Sig.	Decision on H0
Task Segregation						
Between Group	0.817	3	0.272	0.741	0.530	Accept
Within Group	35.289	96	0.368			
Total	36.106	99				
Wage Rate						
Between Group	0.585	3	0.195	0.370	0.775	Accept
Within Group	50.655	96	0.528			
Total	51.240	99				
Gender Identity						
Between Group	2.585	3	0.862	2.028	0.115	Accept
Within Group	40.790	96	0.425			
Total	43.374	99				
Racial Diversity						
Between Group	3.373	3	1.124	2.644	0.054	Accept
Within Group	40.827	96	0.425			
Total	44.200	99				

APPENDIX K
Curriculum Vitae



JUDY ANN Q. ALQUIZAR
Sabroso Kabacan 76-A Davao City
Jdquinineza06@gmail.com
+639091077321

Birthday	June 28, 2000
Age	21
Height	5'1
Weight	41
Status	Single
Gender	Female
Nationality	Filipino
College	University of Mindanao
Course	BSBA – Human Resource Management
Secondary	Daniel R. Aguinaldo National High School
Primary	Guihing Hagonoy Elementary School

**MA. ANGELA L. ARDION**

Samal Davao City

ardion@gmail.com

+639091077321

Birthday	June 06, 1999
Age	22
Height	4'11
Weight	51
Status	Single
Gender	Female
Nationality	Filipino
College	University of Mindanao
Course	BSBA – Human Resource Management
Secondary	Daniel R. Aguinaldo National High School
Primary	Mabini Elementary School

**LIEZL GAY M. FABULAR**

Ma-a Davao City

l.fabular.477100@umindanao.edu.ph

+639482460132

Birthday	September 01, 2000
Age	21
Height	5'4
Weight	46
Status	Single
Gender	Female
Nationality	Filipino
College	University of Mindanao
Course	BSBA – Human Resource Management
Secondary	Trento National High School
Primary	Trento Central Elementary School