**Analysis of Data/ Findings Review**

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**Introduction**

The analysis of the data reviews the findings of the research studies used to evaluate the subject of workplace bias. The results are analyzed from research conducted using both qualitative and quantitative methodology. These findings are critical in analyzing the attribute of workplace bias, including the causes, demographics, and solutions to the concern of workplace bias. The victims of workplace bias suffer psychological and physical impacts that affect their quality and quantity of production. Therefore, there is a need to identify the attributes of workplace bias to develop measures for mitigating the concern of bias and discrimination among employees in a business organization.

**Study One: Andrews (2015)**

The research study conducted by Andrews (2015) focused on analyzing the attribute of workplace bias among government employees. The study analyzed the open-ended responses of a sample population of over 13000 respondents from a large federal organization. Bias in the organization was analyzed by evaluating how the employees answered the two open-ended questions at the end of the survey. According to Andrews (2015), various factors affect the employees' level of satisfaction in the business organization, resulting in bias. The employee's level of education was a primary factor that affected the participation in the survey. Employees with a high level of education presented longer and more detailed responses than those with lower education levels. Consequently, the study concluded that the length of the responses reduced with the increased number of years in the organization. Lastly, the employees with a higher level in the organization were also more likely to respond to the open-ended questionnaire. Therefore, the study concluded that organizational bias is impacted by an individual's level of education, years of experience, and rank within the organization. Regression analysis played a critical role in testing for bias by measuring the strength of the relationship between the variables under study.

**Poncheri et al. (2018)**

A similar study conducted by Andrews (2015) was done by Poncheri et al. (2018). The study focused on analyzing how negative organizational bias is portrayed during employee surveys. The study used a sample size of 661 employees to explore the employees' qualitative comments and their relationship with quantitative survey ratings. The research study findings revealed that employees who were more likely to provide comments during the survey were dissatisfied. The dissatisfied employees also delivered disproportionately negative remarks from the analysis of the tone used in the responses. Consequently, the length of the responses also increased with an increase in the level of negativity in the tone of the responses. Therefore, according to Poncheri et al. (2018), the differences in the levels of employee satisfaction in the organization portrayed attributes of bias and discrimination among the employees. Consequently, several factors determined the level of satisfaction among employees in the organization, including the age of the employees, gender, and the level of rank in the organization. Therefore, this research study concurred with the one conducted by Andrews (2015) regarding the existence and portrayal of bias in business organizations.

**Claus & Briscore (2019)**

The International Journal of Management Reviews also published an article by Claus and Briscore (2019) which focused on analyzing workplace bias through the lens of employee performance management. The study incorporated qualitative research methodology using studies conducted by previous scholars. The study used 64 articles published between 1985 and 2005 to achieve their findings and data. The research study findings revealed that performance appraisal among employees in a multicultural organization revealed the level of bias in organizations. According to the review of the articles, cross-border performance management and assessment is relatively atheoretical and exploratory. Multinational organizations that incorporate performance management in their business fail to focus on the objectives of performance appraisal. There are different categories of employees subjected to performance evaluation while other employees are not. According to Claus and Briscore (2019), cultural backgrounds play a critical role in determining employees who are subjected to performance management. The research findings concluded that employees from marginalized communities like African-Americans and Hispanics were more likely to be subjected to performance evaluations that portrayed acts of bias and discrimination within business organizations.

**Teddy and Callan (1998)**

The Journal of Group Dynamics also published an article by Teddy and Callan which focused on the attributes of in-group bias in response to an organizational merger. The research study focused on analyzing how group bias is portrayed in a planned organizational merger. The corporate merger was between a high-status metropolitan teaching hospital and a relatively low-status local area hospital. The study incorporated the social identity theory to observe the relationship and association between the two hospitals' medical practitioners. The results and findings of the study revealed that status-relevant dimensions were portrayed by the employees from the high-status hospital who only interacted with employees of a higher socioeconomic class. Consequently, in-group bias was also portrayed by employees of the high-status hospital. On the other hand, employees from the low-status hospital portrayed attributes of perceived threat. Therefore, the findings of the study concluded that socioeconomic class is a critical factor that contributes to bias and discrimination among employees in an organization. Thus, the management of an organization should establish measures for mitigating bias and discrimination between employees of high social status and those from a relatively lower social status to achieve the organization's objectives.

**Pham et al. (2020)**

Lastly, the Journal of Environmental Management published a research study on organizational bias that was conducted by Pham et al. (2020). The study focused on how organizations can manage environmental challenges through employee training. The role of employee commitment in the environmental training program was evaluated using 301 respondents at a hotel in Vietnam. The study incorporated the theory of social exchange and cultural perspectives, which revealed that employee training played an integral role in solving the environmental challenges faced by business organizations. However, the employee also mentioned that the primary factor that affected employee training in the organizations was bias and discrimination. Most business organizations provide training opportunities to employees from specific cultural and socioeconomic backgrounds. The prejudice and discrimination in providing employee training opportunities affected employee commitment to environmental management. Business management should acknowledge the significance of establishing equality, diversity, and inclusivity in the activities of the business organization. Equality and inclusivity play a fundamental role in motivating employees to achieve the business goals and objectives. Therefore, avoiding bias and discrimination in the workplace is a strategy for achieving growth, development, and sustainability.

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