

**A STUDY ON THE INFLUENCE OF GENDER AND ETHNIC DISCRIMINATION IN
RECRUITMENT PRACTICES: A CASE STUDY OF TESCO**

Abstract

The concept of gender and ethnic discrimination is one of the oldest concept that has been practiced since a very long time and has been affecting the practices and procedures of the company for a very long time. The terms of ethnic and gender discrimination has been observed in the companies for a long time whereas there are several companies that refers to overcoming the areas that are not feasible for the companies (Silva and Silverthorne, 2016). The following study is aimed to determine the major concepts of ethnic and gender discrimination in the companies that is gained with the help of ethnic and gender perspective. Moreover it is aimed to study the influence of gender and ethnic discrimination on the recruitment practices of Tesco. The study has revealed the major practices of the company in the recruitment and selection process that is undergone in the company for gaining higher profitability and competitiveness in the company. The study has also developed the coherent arguments regarding the practices and procedures of recruitment that are taken place with the presence of gender and ethnic discrimination for the company. Lastly, the research has highlighted some of the major practices and has recommended the strategies that can improve the system of recruitment and selection in the company.

Table of Contents

Abstract.....	2
CHAPTER 1: INTRODUCTION.....	6
1.1 Introduction to the Research.....	6
1.2 Contextual Background.....	6
1.3 Organizational Background.....	7
1.4 Research Problem.....	7
1.5 Aims and Objectives.....	8
1.6 Research Questions.....	8
1.7 Rationale of Study.....	8
1.8 Significance of Study.....	9
1.9. Summary of chapter.....	9
CHAPTER 2: LITERATURE REVIEW.....	11
2.1 Introduction.....	11
2.2 Discrimination.....	12
2.3 Types of discrimination.....	12
2.3.1 Gender-Based Discrimination.....	12
2.3.2 Ethnic Based Discrimination.....	13
2.3.3 Discrimination on the basis of Religion and Race.....	13
2.4 Two Kinds of Discrimination in Workplaces.....	14
2.5 Influence of Gender Discrimination in Recruitment Practises.....	14
2.6 Factors Affecting Recruitment Practises.....	16
2.6.1 Policies and Procedures with respect to Gender and Ethnicity.....	16
2.6.2 Job Description with respect to Gender and Ethnicity.....	17
2.6.3 Influence of Ethnicity in Recruitment Practises.....	17
2.7 Overview of Recruitment Structure at Tesco.....	19
2.8 Theoretical Framework.....	19

2.9 Conceptual Framework.....	20
2.10 Summary of chapter.....	21
CHAPTER THREE: RESEARCH METHODOLOGY.....	22
3.1 Introduction.....	22
3.2 Research Philosophy.....	22
3.3 Research Approaches.....	23
3.4 Research Design.....	23
3.5 Research Strategy.....	24
3.6 Data Collection Technique.....	25
3.7 Sampling Methods and Techniques.....	25
3.8 Sample Size.....	26
3.9 Data Analysis Technique.....	26
3.10 Research Limitations.....	27
CHAPTER FOUR: RESULTS AND FINDINGS.....	28
4.1 Introduction.....	28
4.2 Quantitative Analysis.....	28
4.2.1 Demographics.....	28
4.2.2 Descriptive Analysis.....	30
4.2.3 Correlation Analysis.....	49
4.2.4 Regression.....	49
4.3 Qualitative Analysis.....	51
4.3.1 Interview Analysis.....	51
CHAPTER FIVE: DISCUSSION.....	55
Objective 1: To study the concepts of discrimination, both ethnic and gender, from a theoretical perspective.....	55
Objective 2: To analyse different types of discrimination in the workplace.....	57

Objective 3: To study the influence of gender and ethnic discrimination on the recruitment practices of Tesco.....	58
CHAPTER SIX: CONCLUSION.....	60
6.1 Summarised Findings and Recommendation.....	60
6.2 Future Research Implications.....	61
References.....	62

CHAPTER 1: INTRODUCTION

1.1 Introduction to the Research

The organisations aim to achieve their goals and objectives and develop higher consumer satisfaction for maximising their overall profit. The analysis of several researchers have provided with the significance of competent employees who are the major asset of an organisation and help in achieving the organisational goals. The highly skilled employees determine the organisational practices and tend to increase the overall efficiency and effectiveness of the firm irrespective of the gender and ethnic group from which they belong (Mügge, 2016, p. 529). However, there are certain organisations that focus more on selecting highly skilled employees while carrying out the recruitment and selection practices (Trauth et al., 2016, p. 32). The research is based on the influence of gender and ethnic discrimination in the recruitment and selection process of Tesco.

1.2 Contextual Background

The concept of gender discrimination has originated about 300 years before and is still being implemented in different fields around the world in the current business environment (Jacobsen, 2011). Similarly, the concept of ethnic discrimination is also not new for the contemporary world (De Kock et al., 2015). There are several organisations that focus on strict recruitment and selection policy that does not have any flexibility in terms of ethnicity and gender. Madhani (2018) have provided with the contrasting approach of having higher organisational cost if the employees are culturally diverse. Moreover, Thanassoulis et al., (2018, p. 752) have provided with the concept of higher recruitment and selection cost of an ethnic group that may be difficult for the organisations for enhancing profitability.

1.3 Organizational Background

The following study in hand is based on Tesco. The gender and ethnic discrimination within the recruitment and selection practices have been studied and analysed in-depth for gaining knowledge regarding the influence of gender and ethnic practices in the company (Lips, 2016). Tesco Plc. is one of the largest retail stores in British retail industry (Tesco Plc., 2014) and is considered to gain higher profitability and productivity due to the successful implementation of strategies and tactics for gaining higher returns.

1.4 Research Problem

Tesco is a retail store in UK having a sum of 327 thousand employees (statista, 2018). It has the highest market share in retail sector that is 27.6% (Kantar world panel, 2017). It has the combination of employees belonging to different countries and cultural backgrounds who are provided with several benefits and irrespective of the gender gap (Tesco Gender Pay report, 2017), these employees work for the store in different departments like HR, marketing, IT and cash operations etc. Sabharwal (2014, p. 212) have provided with the significant relationship between employee diversification and organisational productivity. However, Nicoletti (2018) and Ismail (2017) have focused on increased cost and overall profitability of the firm due to the gender and ethnic discrimination. Similarly, the research of Laffy and Walters (2016, p. 87) has provided with the emergence of religious, linguistic and racial issues that are there in the employees' belonging to different ethnic groups. Hence, the problem has risen to determine the impact and influence of gender and ethnic discrimination in the recruitment and selection practices in the organisation.

1.5 Aims and Objectives

- To study the concepts of discrimination, both ethnic and gender, from a theoretical perspective.
- To analyse different types of discrimination in the workplace.
- To study the influence of gender and ethnic discrimination on the recruitment practices of Tesco.
- To provide relevant recommendations to Tesco to improve their recruitment and selection process by mitigating the influence of gender and ethnic discrimination.

1.6 Research Questions

- What are the concepts of discrimination, both ethnic and gender, from a theoretical perspective?
- What are the influence of gender and ethnic discrimination on the recruitment practices of Tesco?
- What are the recommendations to Tesco to improve their recruitment and selection process by mitigating the influence of gender and ethnic discrimination?

1.7 Rationale of Study

The influence of gender and ethnicity has been observed in several researches and is being observed in different organisations within the current practices. The research problem has been identified and the following research is determined to fill the gap and highlight the major

aspects and factors that cause discrimination practices in the recruitment and selection process in Tesco.

1.8 Significance of Study

Ruiz-Palomino and Martínez-Cañas (2014, p. 102) argued that the selection of a wrong person can be costly to the overall organisation in terms of hiring cost in advertising and recruitment agencies and also for training and development of the new employees. Moreover, Cascio (2018) has provided that the firms face several issues while carrying out the recruitment and selection process in terms of cost and the selection of competent employee who may help in increasing the firm's profitability and productivity. Some of the major issues are related to the gender and ethnic discrimination that is highly practised in the contemporary world. The coursework is highly essential in determining the factors that lead to discrimination and results in the development of such restrictions in recruitment and selection.

1.9. Summary of chapter

The influence of gender and ethnic discrimination in recruitment practices has been observed by several researchers and has provided with their reviews and opinions regarding the topic of discussion. The first chapter of the following study is that of the introduction that has highlighted the introduction and background of the selected organisation. The contextual and organizational background of the following study has been mentioned to provide the overview of the organizational policies and practices. Moreover, the research problem has been identified that is aimed to be solved in the following paper. The research aims and research questions have provided with the specific direction of the following study. the rationale and the significance of

following research topic have been highlighted to determine the effectiveness of the study in the contemporary industry.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The research of Oakley (2016, p. 65) has provided that gender role refers to the cultural based roles and behaviours of the individuals on the basis of male and female members of the society. Moreover, Healey, Stepnick and O'Brien (2018) has provided with the significance of ethnic groups in the society that is based on the culture, religion and other major aspects that are prevailing in the society. The roles and responsibilities of the individuals are based on their skills and traits that they have gained in their external environment and the practices that they are observing around them. The coursework of Greenbaum et al., (2015, p. 87) has provided with the significance of the gender and ethnic discrimination that is often observed in different organisations.

The report published by Lind (2018, p. 142) has provided with the significance of women power as a crucial aspect of the economy of any country. The leadership and organisational aspect require creative work and effective strategies for the gender. Moreover, Phipps and Prieto (2015, p. 32) provides the aspect of higher creativity and interpersonal skills in men as compared to women. Carson, Carson and Birkenmeier (2016) have also provided several judgements with respect to creativity, commitment and talent of the workforce that is based on the educational background and other major aspects that increases the performance of individuals on the basis of resources and profitability of the company. The following chapter is based on the theories, approaches and studies of different authors related to the influence and impact of gender and ethnic discrimination within the recruitment and selection process of different organisations.

2.2 Discrimination

The word discrimination comes in Latin dictionary which has the meaning to separate or to distinguish. Discrimination is described as the differentiating and less preferably treatment of one group in comparison with other. According to Carle (2012), the discrimination can also be defined as the behaviours of one group to others that are driven by interests. Moreover, the act of discrimination is associated with unfairness and showing biased behaviour in treating people. This unfair and unbiased behaviour of discriminated people or group of people is done on the basis of their demographic characteristics such as age, sex, ethnicity, race or religion (Shooshtarian, 2013.p.29). The concept of discrimination is just not limited to intentional differential treatment. However, in light of study conducted by Björklund (2012), the discrimination is also linked with the treatment that seems to be neutral but drops false or negative impact on social groups.

2.3 Types of discrimination

2.3.1 Gender-Based Discrimination

According to Roberts (2014), the contribution of women beside a home in every sector of life such as education, health, and businesses is significant and well accepted. In addition to this, this contribution is determined by attitudes of a society. Hence, women have been considered as inferior to men and at times they had no legal identity. However, Kite (2016) in his research study has argued that with the passage of time women have gained a sustainable position in the societies and are considered as equivalent to men in almost every sector of life. Previously, the legal entity of women after marriage was suspended and limited to their husbands, Moreover; their men had been depicted as the protector of their wife. This historical background that has

been followed in most of the societies resulted in firm believes among the individuals of societies that male is more important than female.

Consequently, this false believes of the societies turned into discrimination against women at the workplace. On the other, in light of the study conducted by Oaxaca (2015), the discrimination is not just limited to specific gender, however, both male and female equally experience discrimination in many forms and in various sectors of life such as in workplaces, education and even in the society they live. According to Bradford et al. (2013), the gender discrimination demonstrates itself in different ways. Specifically, in the workplaces, its influence is significant enough.

2.3.2 Ethnic Based Discrimination

According to Al Badawi (2012), the term ethnicity is associated with traits, backgrounds. In addition to this, the term mainly refers to a group of people that possess racial, linguistic, religious and other related traits in common. Moreover, the term ethnicity is also associated with national, cultural and linguistic characteristics of a group of people. According to Janssens (2014), the discrimination on the basis of ethnic characteristics of people is considered as most hated of its type which has great influence in various organisations across the globe.

2.3.3 Discrimination on the basis of Religion and Race

The discrimination on the basis of ethnicity and the discrimination on the basis of race are mostly used interchangeably. However, Kaas (2012), in his research study have that argued along these two discriminations; the discrimination on the basis of religion is also associated with the discrimination on the basis of race. According to Simpson (2013), religion is described

as a set of beliefs which are dynamic in nature. Religious discrimination exists in various forms in workplaces, education and in the societies. The discrimination on the basis of religion specifically in workplaces is done through wearing religious clothes or by firing employees on the basis of his religious beliefs.

2.4 Two Kinds of Discrimination in Workplaces

As per the study of Umaña (2012), there are two major kinds of discrimination that exist in workplaces that are disparate treatment and disparate impact. The discrimination that occurs when an employer does not treat employees equally on the basis of their age, gender, and race is depicted as disparate treatment. On the other hand, when the policies and regulations of a company become a cause of discrimination among employees, then this discrimination is depicted as disparate impact. According to Booth (2012), the discrimination factor in the workplace is obvious that is because of the factors such as race, age, gender and cultural background. Consequently, the discrimination done on the basis of such factors influence the hiring, promotion and termination activities of an organization.

2.5 Influence of Gender Discrimination in Recruitment Practises

The term gender is just not limited to female only however, it includes the affairs if both male and female in any society. Though the argument of Walker (2012) is convincing enough that the term gender and gender discrimination is mostly referred to culturally based prospects of female. However, Van (2012) stated that the term gender and gender discrimination represent both male and female in terms social context. The recruitment practices do not allow recruiters to hire wrong and incompetent employees which results in increased cost of recruitment and

resources for an organisation. However, the argument of Rivera, (2012) is convincing enough that the organisation that possesses the element of discrimination mostly loose talented and potential employees because of the existence of these false and unwanted believes in their organisation.

According to Baert (2015), the concept of gender discrimination in recruitment practices is also associated with the nature of job such as long working hours, travelling and relocating. Though, these factors also enable the organisations to recruit the employee by considering the nature of the job. However, Bendick, (2012) in his research study has argued that the organisations discriminate candidates on the basis of their gender by highlighting and portraying it as nature of the job. According to Janssens, (2014), there is some factor that is responsible for increased discrimination in the recruitment process for females. In addition to this, this increased ratio is because the individuality of female gender which is mainly associated with their physiological and emotional status. However, Acquisti, (2015), in his research study has argued that the less recruitment of both the genders may also be the cause of lack of skills or potential.

According to Booth (2012), the gender discrimination is mainly depicted as the preference of one gender over another. In addition to this, when candidates experience gender discrimination in his/her recruitment process, there can be various reasons for the result of this discrimination such as organisation's policies and nature of job etc. Thus, it is complex to determine the actual ratio of gender discriminated group as both male and female experiences discrimination for different reasons. However, the existence of gender discrimination in the societies and specifically in the recruiting process of the majority of the organisation is significance and well accepted.

2.6 Factors Affecting Recruitment Practises

According to Hargie (2016) there are several factors that affect the recruitment and selection process of an organisation. The policies and procedures that are there in an organisation is affected due to the emergence of different factors according to Newington and Metcalfe (2014, p. 10) that are the organisational needs, objectives, sources of recruitment and the government policies are the major factors that tend to change the organisational policies and culture. Yamao and Sekiguchi (2015, p. 172) has provided that there are certain organisations that have the restrictions on policies for the gender and ethnicity within the recruitment practices. However, they are aware of the diversity and vast cultural backgrounds of the people that may be a hurdle in the organisation for recruiting the people belonging to different ethnic groups. Some of the major factors that affect the recruitment practices in an organisation are given as under;

2.6.1 Policies and Procedures with respect to Gender and Ethnicity

Matthiesen and Einarsen (2015, p. 135) has provided with the significance of different policies and procedures that are based on the ethnicity and gender that is applicable in different organisational practices within the recruitment and selection policies. Woodrow and Guest (2014) has provided with the policies against bullying and harassment in the organisations that lead to the adoption of gender discrimination among the employees in an organisation. Membere et al., (2015, p. 175) has provided with the significance of harassment and bullying that is observed to be more among the women as compared to men. The policies against harassment and bullying (Matthiesen and Einarsen, 2015, p. 135) are used by the organisations in the contemporary world but the problem has been observed at a higher level. The organisations in

the contemporary world work to protect and safeguard the rights of the employees and take legal responsibility for safeguarding their rights and their health (Membere et al., 2015, p. 175).

Hence, the procedures and policies of the organisations tend to change the practices of recruitment and selection and result in the gender and ethnic discrimination in the company.

2.6.2 Job Description with respect to Gender and Ethnicity

The significance of job description in terms of the gender and ethnicity can be observed in different studies and has provided with the positive relationship between gender discrimination and ethnicity within the employees. Lips (2016) has provided with the significance of gender and ethnicity that may affect the job description of the people. Hays (2016) have argued that the organisations of labour work and other outdoor operations are generally carried out by the male employees. The women employees may cost higher and may also be less productive according to Haines, Deaux and Lofaro (2016) However, the ethnic discrimination is also observed within the organisations for having fewer expenses in terms of cultural issues and other related issues in the organisation.

2.6.3 Influence of Ethnicity in Recruitment Practises

The study and analysis of different authors have provided with different aspects and approaches of the organisations for the recruitment and selection practices. Stone et al., (2015, p. 212) has determined the issues within the culture and other related factors that create work-related issues among the people in an organisation. Ethnic groups, according to Lievens and Slaughter (2016, p. 409), in the significance of the environment, culture, traditions and the religious aspects of the people are ones that differ from others in the organisation for which the

recruitment and selection process is being performed. According to Daly (2015), the cultural difference is one of the most prominent issues that creates hurdles and issues for the employees and the management of the organisation.

Lin and Peng (2018, p. 76) have highlighted the major issues concerning the ethnicity and cultural issues among the people in an organisation who are selected for employment. The recruitment and selection process is an important part of the human resource practices in an organisation as it carried out the selection of new employees within the organisation who are aimed to increase the profitability of the company according to Else-Quest and Morse (2015, p. 54). Zavella (2018, p. 152) has highlighted the practices and activities that may be carried out for identifying the policy of attracting more competent employees who may be highly productive for the employees and may develop higher willingness and profitability of the company.

The changes in demographics and culture according to Matthiesen and Einarsen (2015, p. 135) have a huge impact on the mentality and thinking of the employees within a particular organisation. There are several organisations that carry out the process and procedures of recruiting and selecting the employees from the same ethnic background and develop the understanding within the same language, religion and cultural background according to Oaya, Ogbu and Remilekun (2017). Hence, the studies and analysis of different authors have provided with the evidence that the ethnic discrimination is a great issue that impacts the recruitment and selection practices in an organisation to reduce the additional cost of language, culture and training of the new employees.

2.7 Overview of Recruitment Structure at Tesco

Czarzasty, Gajewska and Mrozowicki (2014, p. 132) have provided with the significance of recruitment and selection process in Tesco that is observed to be internal and external. The recruitment and selection process in Tesco begins with the job design, job analysis, opening of position and the job advertisement for both the internal and external recruitment process. Oaya, Ogbu and Remilekun (2017, p. 41) has provided the recruitment process and design of Tesco to find the most appropriate candidates for the functions and operations. The internal and external recruitment process in a retail organisation creates higher consumer satisfaction and creates higher profitability within the industry. The range of skills that Tesco requires for the functions and operations attracted within the recruitment methods of internal and external hiring according to Valley (2016).

The company has a “Talent plan” for the individuals that include the internal and external candidates for selection in the different departments. The suitable applicants are selected for further interview and tests. Bappy and Islam (2015) has provided with the significance of exceptional skills for the employees in Tesco. The strategies that are used in Tesco are based on the consumer satisfaction and gaining consumer loyalty for gaining higher profitability and better position in the retail industry.

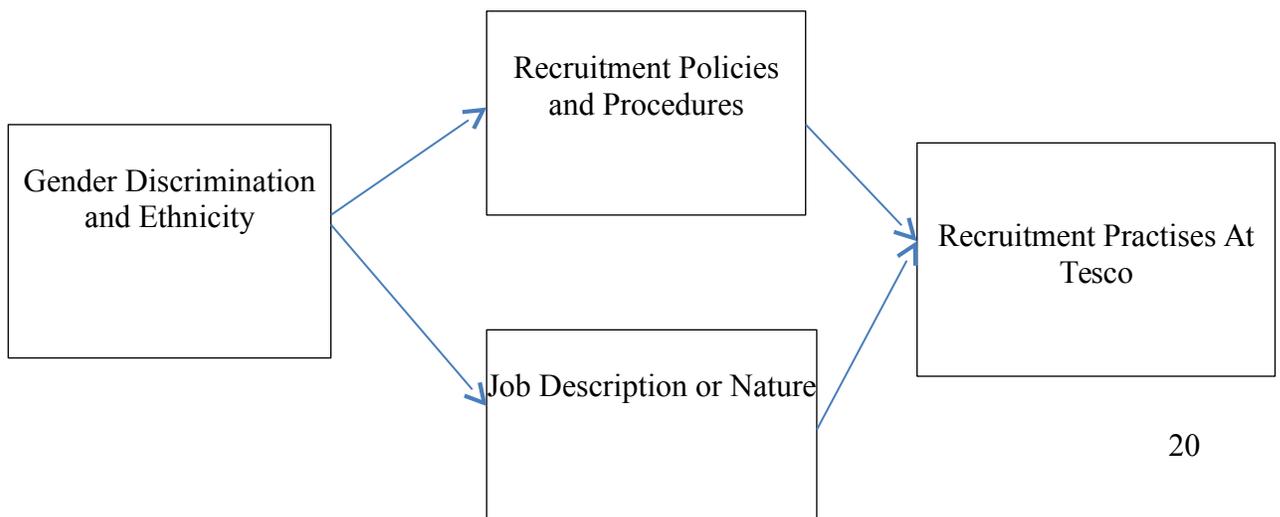
2.8 Theoretical Framework

The influence of gender and ethnic discrimination in the organisations is based on the theory of labour market discrimination (Ehrenberg and Smith, 2016) that has mainly focused on the reasons of reducing the productivity of the employees that results in reducing overall profitability of the company. The main classification of the discrimination theories is endogenous

and exogenous theories (Kruglanski, 2015, p. 126) that arise from the internal and external recruitment process. The racial discrimination in the labour market is based on optimizing the behaviour of the employees in a particular area or an industry. Moreover, the critical race theory (Valdes, 2015) has also provided with the aspects of culture and social discrimination among the employees who are recruited and selected for a particular field or a position. Hence, the mentioned theories are highly applicable and are effective in developing the smooth process and procedures of recruitment and selection of an organisation.

2.9 Conceptual Framework

The conceptual framework of the research study is designed between dependent and independent variables. The factors of independent variables establish a connection between the two variables. In addition to this, these factors also highlight to what extent the factors impact on the dependent variable. The dependent variable for this research study is the recruitment practices. In addition to this, gender discrimination and ethnicity are the independent variables. Moreover, the factors of independent variables are identified as job description and nature and policies and procedure of organisations.



2.10 Summary of chapter

The following chapter is based on the review of the literature and has focused on the theories and approaches of different authors related to the influence of gender and ethnic discrimination in the case of Tesco where it has been observed that the company has been understating the gender gap and is providing equal opportunities to both the genders. The chapter has outlined the major concepts of gender and ethnic discrimination that is observed in different areas. The introduction has provided with the concepts and understating of different authors based on the concepts and applications of the gender and ethnic discrimination. The factors that mainly influence the process of recruitment and selection has been identified as the policies and procedures that are applied in the firms and results in the gender and ethnic discrimination in the firms. Moreover, the factor of job description has a major influence on the recruitment and selection process in an organisation.

The chapter has provided with the major findings of literature relating to the influence on recruitment and selection process in the firms within the contemporary world. Furthermore, the chapter has highlighted the major practices of recruitment and selection in Tesco and the ways in which they are mitigating the factors of gender and ethnic discrimination by providing equal opportunities to the employees and developing the courses of actions for rewarding each employee. The theoretical framework has highlighted the major theories that are related to the following topic and supports the idea of recruitment and selection process in the firm. The conceptual framework has provided with the graphical representation of the factors that have been highlighted in the study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

According to Floud (2013), a research refers to an inquiry of any phenomena or trend. The research activity helps researchers to investigate a problem and reach a conclusion. The research project contains several activities, which are interlinked with each other. The research methodology forms the third chapter of a study where a detailed outline is presented by a research with respect to research philosophy, research design, research methods, data collection technique and analysis plan, sampling methods, ethical concerns and limitations of a study. This forms a background of the following study where quantitative research is discussed comprehensively.

3.2 Research Philosophy

As said by Mertens (2014) that a research philosophy assists the investigator in obtaining relevant data and assess it while using suitable methods. It forms the basis for any kind of research and facilitates the research activity. There are three kinds of research philosophy, namely positivism, realism, and interpretivism. Positivism is a research philosophy where a researcher develops assumptions on the basis of observational studies and interpretations derived from individual experiences. Quantitative studies usually use this philosophy as it applies numerical or statistical tools to accomplish the research aims.

In addition, as stated by Floud (2010), realism philosophy is used in a case that is experienced by a person in a real setting. It is also known as the theory of pragmatism. This philosophical approach examines the impact of different factors that have an influence on the human conduct. As stated by Creswell (2013), interpretivism philosophy incorporates the human insight and understanding of different paradigms occurs from views and perceptions of human

beings. The following research seeks to conduct quantitative analysis so the investigator is determined to apply positivism research philosophy to either approve or disapprove the research hypothesis regarding the influence of ethnic and gender discrimination in recruitment practices at Tesco.

3.3 Research Approaches

A research approach is an important part of a research project, which outlines the importance of research hypothesis to the study. It is divided into two approaches, namely inductive and deductive. As indicated by Morgan (2013), a deductive approach is found on some rules and standards that are widely acknowledged in the scholarly world. A deductive approach usually works on already existing theories. In contrast, inductive research approach is usually developed on the past events, concepts, and theories, in order, to generate a new theory for the current research. The following approach changes the general observations into specific ones.

As mentioned in the above part, the investigator is determined to use positivism philosophy for the following study; she thus applied the deductive approach to test the existing theories and concepts relating to the research topic. The deductive approach starts with a broader scope and narrows down to more specific topic where this study focuses on determining the gender and ethnic discrimination at Tesco.

3.4 Research Design

The research design is a strategic approach followed by researchers to perform the study in a systematic and orderly manner. It ensures that the research has effectively addressed the research problems and answered the research questions. As indicated by Mertens (2014), there are three most widely used research designs, namely qualitative, quantitative, and mixed method.

The qualitative design considers the views and responses of the respondents and includes them in a study. On the other hand, the quantitative design lets an investigator analyse collected information while using numerical or statistical tools with the aim to accept or reject the stated research hypothesis. The quantitative design enables the researcher to get a comprehensive result, which can be legally reported and documented. Mixed method design involves both qualitative and quantitative designs.

The following study has used quantitative design, in order, to document accurate findings and final results while using statistical models presenting facts and figures which are further supported with literature to validate the findings of study.

3.5 Research Strategy

As stated by Creswell (2013), a research strategy is a means of helping the researcher to execute the entire research project in an effective manner. It is important for a researcher to streamline stages in a particular study and maintain the constant research flow so as to make certain the success of a study in a systematic manner. Considering the nature of the research topic that is completely quantitative, close-ended questionnaire method is used by the investigator to proceed with the research activity. The close ended-questionnaire helps in determining the ethnic and gender discrimination at Tesco.

3.6 Data Collection Technique

Data collection helps the investigator to answer the stated research questions. To conduct the following study, the significant information is needed to be collated. The data can be collected by using primary and secondary sources. In the primary source, data can be collected while conducting surveys, interviews, and focus studies. Here the researcher can get new and current data. In contrast, data extracted from secondary sources is previously used by others and gathered through articles, journals, archives, and etc. The data collected from secondary sources may become outdated over time (Litosseliti, 2017). In the following study, the researcher has used both primary and secondary data collection sources. She has used questionnaire approach for primary data while reviewed existing theories and literature as a secondary data collection. The primary data is collected from employees at Tesco.

3.7 Sampling Methods and Techniques

The data that has been obtained helps the researcher to find out the results, in order, to signify the entire population. This forms the sampling method as an important part of the study. Sampling is further divided into two categories, probabilistic and non-probabilistic. In probabilistic sampling, every person gets an equal opportunity to be selected for the study as a participant. The case is reversed when studies use non-probabilistic sampling method where ever a person does not have an equal opportunity to be selected by the researcher (McMillan and Schumacher, 2014). The probability sampling has three types, namely random based sampling, cluster, and systematic sampling. The non-probabilistic sampling method has also three types, namely convenience, snowball, and quota based sampling. The following study has applied non-probability sampling approach to use the best fit and suitable sample size from the large set of

total population. Specifically, the convenience sampling has been selected to select the sample that is chosen to collect data as per the ease of researcher.

3.8 Sample Size

A sample size is the set of participants that represent the whole population. For the following study, the sample size is 60 respondents that are employees at Tesco and participants are selected on the basis of researcher's convenience.

3.9 Data Analysis Technique

Data analysis plan refers to a process of analysing and investigating collected data while using SPSS or statistical tools. The questionnaire has been used to collect data, which was in numerical form. The data requires more clarifications to be interpreted well and understood by the readers. This can be done by using a range of numerical or statistical techniques. Considering the following quantitative research design, the researcher has used SPSS tool to convert numerical information into words (Hussein, 2015). Moreover, charts and graphs are used to interpret this information. Regression analysis is used by the researcher to study the impact of the independent variable on the dependent variable. Data analysis plan is an integral part of a research work, which forms the basis of final outcomes of a study. Additionally, the correlation analysis is used to determine the relationship of ethnic and gender discrimination and recruitment practices at Tesco Plc.

3.10 Ethical Concerns

A researcher is completely responsible to maintain personal information of her participants who took part in the study. It is important in the scholarly work to consider research

ethics when performing any kind of research or testing any theory. Moreover, researchers are responsible to protect the individual as well as animal rights when investigation sensitive or controversial issues. The data taken from participants must be kept carefully and hidden. Personal information should be concealed when incorporating participants' views in the study. It is essential to respect the study respondents and update them about the research activity before starting to work on it (Creswell, 2013). The data gathered from participants must not be used for any wicked purpose and soon discarded when the study has achieved its purpose. It is wise enough for a researcher to get a consent form signed by the participants, in order, to avoid any future problem. Moreover, the study participants must be given the flexibility to leave the study at any point of the research activity. Also, when using secondary data it is important for a researcher to cite author's names when taking data from past articles or journals. This is an ethical way to accredit the real source whose content has been used in the following study to support the topic under discussion.

3.10 Research Limitations

In every research, there are limitations that have been experienced by the researcher when answering the research questions or statement of the problem. The following study has some types of limitations that are not controlled by the researcher. One of the foremost study limitations is the time constraint which made the research activity limited and subject to the succinctness (Hussein, 2015). Moreover, due to limited budget and resources, the study has used small sample size to investigate the topic under discussion. This has narrow down the research scope. Human error is another constraint that has also affected the final outcomes of the following study. Such limitations are not managed by the researcher.

CHAPTER FOUR: RESULTS AND FINDINGS

4.1 Introduction

This chapter is aimed to explore the mention and highlight the main findings and results of the study that have been carried out in order to explore the impact of gender and ethnic discrimination on the recruitment processes of TESCO. This chapter is divided into two main sections. Since the research is based on mixed methodology, therefore the sections included in the chapter are divided on the basis of the quantitative and qualitative results obtained through survey and interviews respectively.

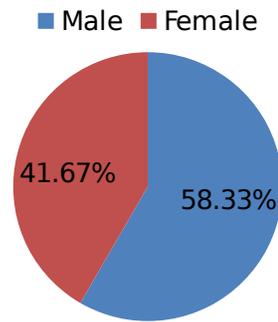
4.2 Quantitative Analysis

In this section, the researcher is intended to analyse the responses gathered from the survey responses. This quantitative analysis section is further classified into sub-sections including the demographics, descriptive analysis, correlation and regression analysis.

4.2.1 Demographics

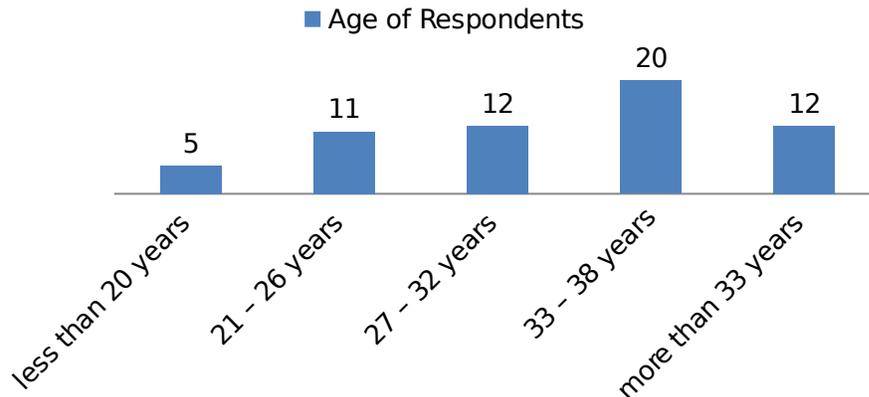
In this section, the demographics analysis has been carried out by the researcher in which, it has been noted that that out of 100% respondents with a count of 60, 58% of the respondents were male while rest of the respondents were female. This implies that majority of the respondents who participated in the survey process were male.

Gender



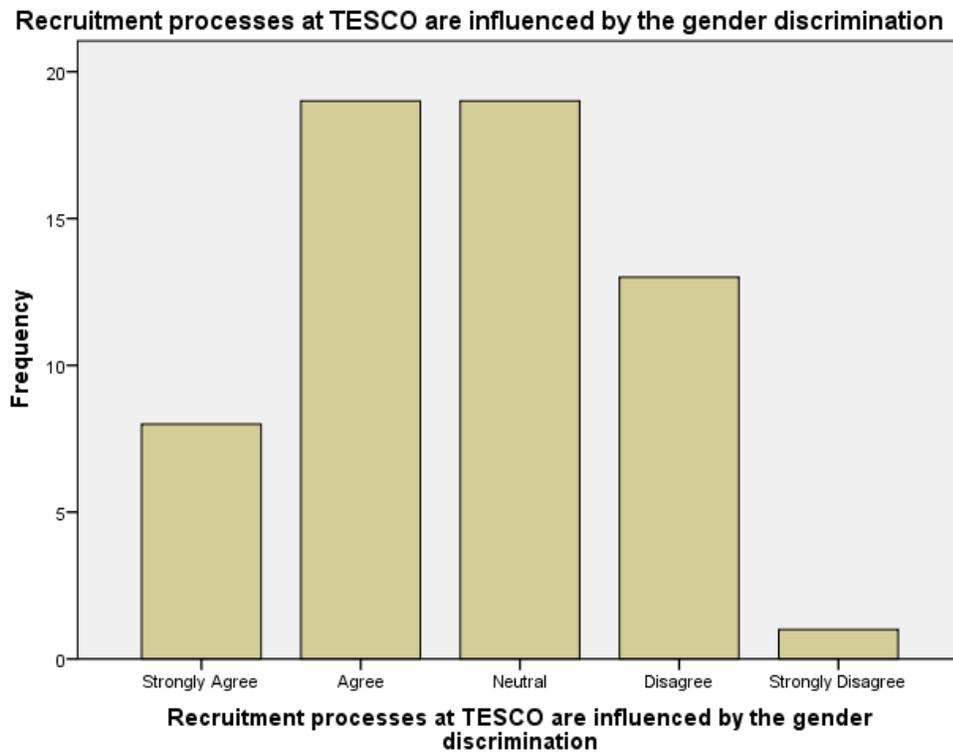
The below-mentioned statistics shows that age distribution of the survey respondents. From the figures, it has been identified that out of 60 respondents, majority of the respondents (i.e. 20) belonged to the age group of 33 – 38 years. Moreover, 12 respondents belonged to the age bracket of 27 – 38 years, 11 respondents belonged to the age group of 21 – 26 years, and 5 respondents had ages less than 20 years while rest of the respondents were more than 33 years. This implies that majority of the respondents' ages lie between 27 – 38 years.

Age of Respondents



4.2.2 Descriptive Analysis

In this section, the researcher has analysed the responses of the survey participants while the analysis has been done on the basis of the frequency and congruency of the responses obtained through the survey.

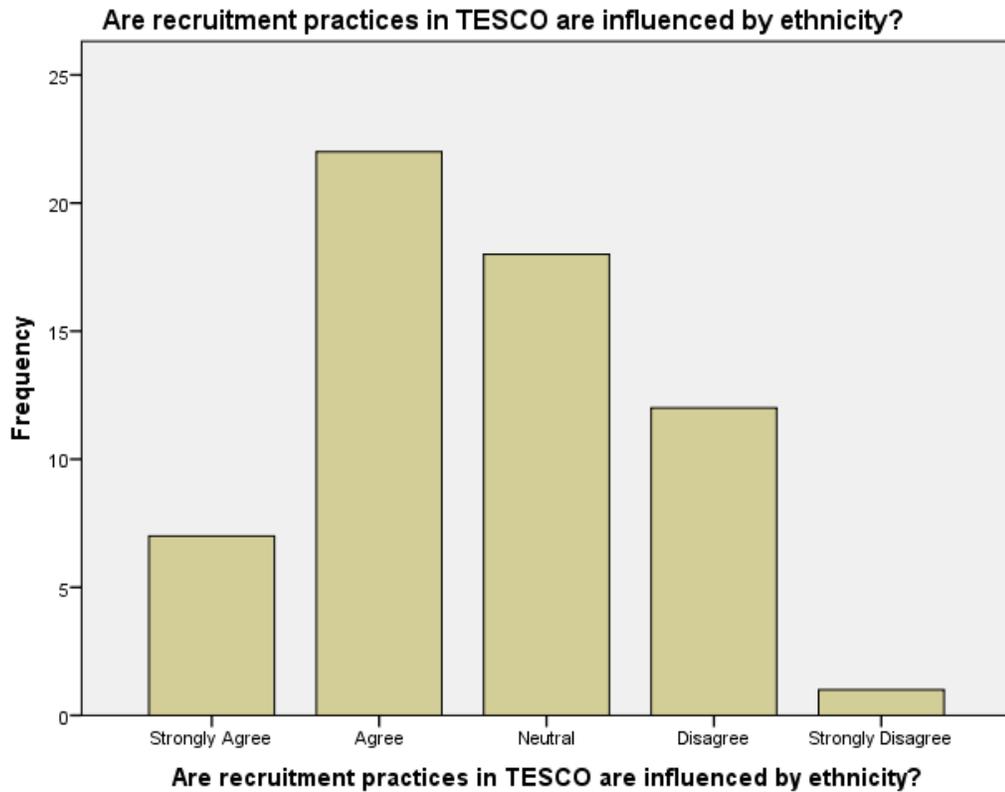


Recruitment processes at TESCO are influenced by the gender discrimination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	13.3	13.3	13.3
	Agree	19	31.7	31.7	45.0
	Neutral	19	31.7	31.7	76.7
	Disagree	13	21.7	21.7	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

From the above-mentioned statistics, it has been identified that out of 60 respondents, 19 respondents agreed with the statement that recruitment processes at TESCO are influenced by the gender discrimination. Moreover, 9 respondents strongly agreed, 19 remained neutral and 14

disagreed with the statement. This implies that 27 out of 60 respondents replied and agreed that recruitment processes at TESCO are influenced by the gender discrimination which makes the majority of the respondents.

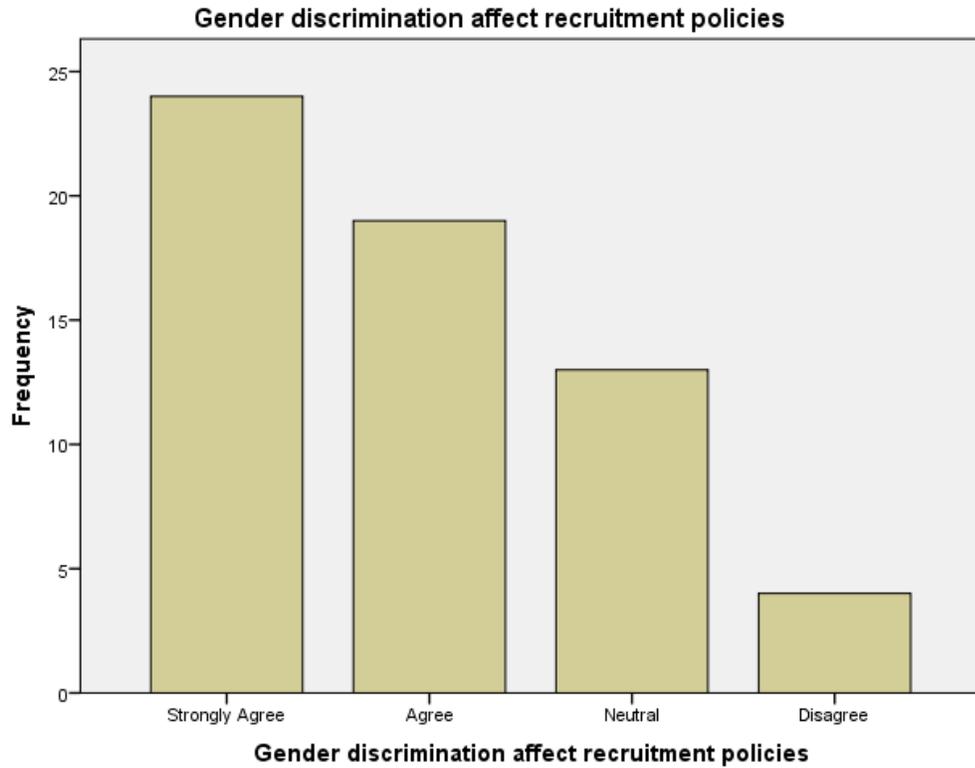


Are recruitment practices in TESCO are influenced by ethnicity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	11.7	11.7	11.7
	Agree	22	36.7	36.7	48.3
	Neutral	18	30.0	30.0	78.3
	Disagree	12	20.0	20.0	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

From the above-mentioned statistics, it has been identified that out of 60 respondents, 22 respondents agreed with the statement that recruitment practices in TESCO are influenced by ethnicity. Moreover, 7 respondents strongly agreed, 18 remained neutral and 13 disagreed with

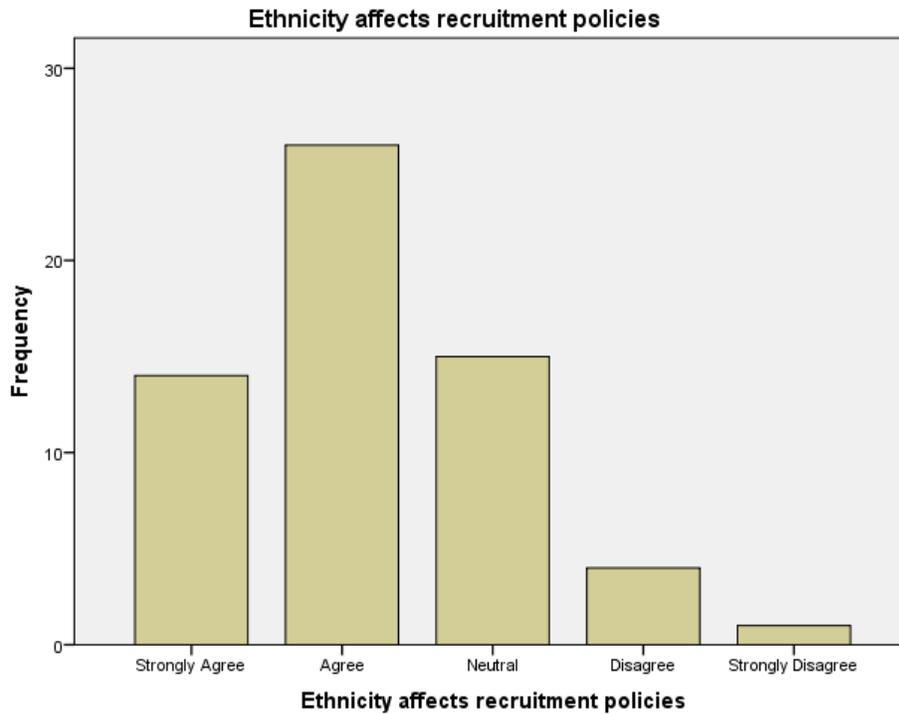
the statement. This implies that 29 out of 60 respondents replied and agreed that recruitment practices in TESCO are influenced by ethnicity which makes the majority of the respondents.



Gender discrimination affect recruitment policies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	40.0	40.0	40.0
	Agree	19	31.7	31.7	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

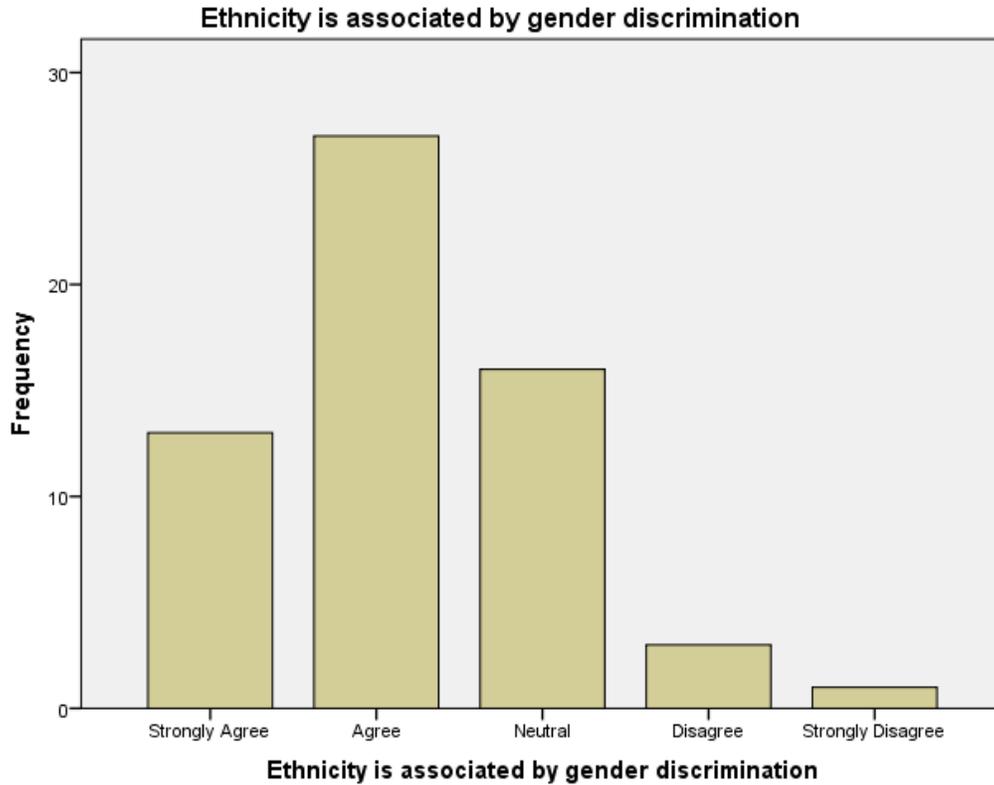
From the above-mentioned statistics, it has been identified that out of 60 respondents, 19 respondents agreed with the statement that gender discrimination affect recruitment policies. Moreover, 24 respondents strongly agreed, 13 remained neutral and only 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that gender discrimination affect recruitment policies which make the majority of the respondents.



Ethnicity affects recruitment policies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	23.3	23.3	23.3
	Agree	26	43.3	43.3	66.7
	Neutral	15	25.0	25.0	91.7
	Disagree	4	6.7	6.7	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

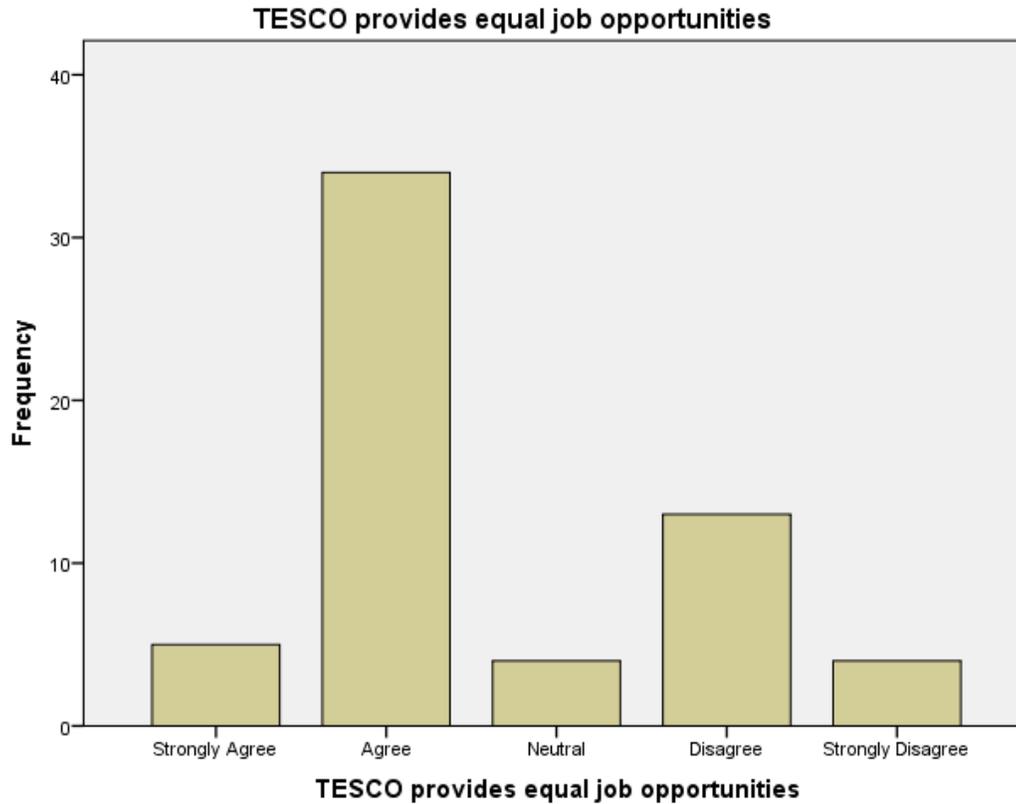
From the above-mentioned statistics, it has been identified that out of 60 respondents, 26 respondents agreed with the statement that ethnicity affects recruitment policies. Moreover, 14 respondents strongly agreed, 15 remained neutral and only 5 disagreed with the statement. This implies that 40 out of 60 respondents replied and agreed that ethnicity affects recruitment policies which make the majority of the respondents.



Ethnicity is associated by gender discrimination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	21.7	21.7	21.7
	Agree	27	45.0	45.0	66.7
	Neutral	16	26.7	26.7	93.3
	Disagree	3	5.0	5.0	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

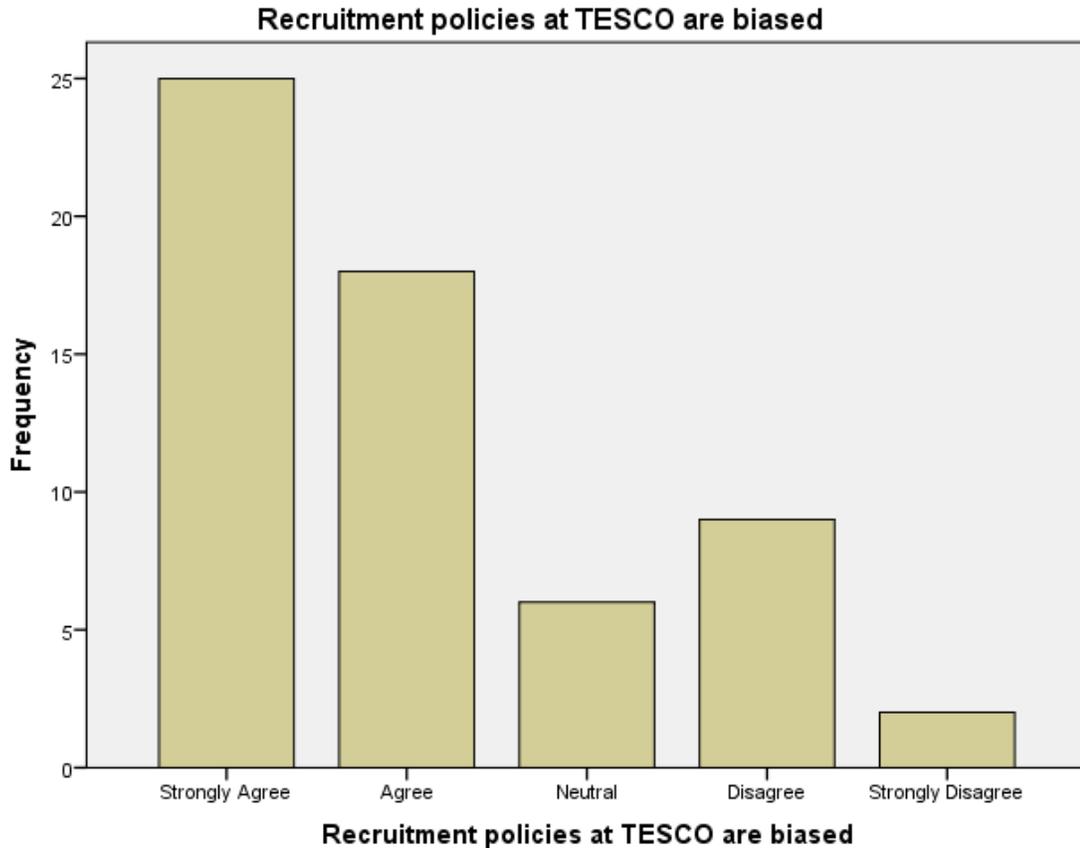
From the above-mentioned statistics, it has been identified that out of 60 respondents, 27 respondents agreed with the statement that ethnicity is associated by gender discrimination. Moreover, 13 respondents strongly agreed, 16 remained neutral and only 4 disagreed with the statement. This implies that 40 out of 60 respondents replied and agreed that ethnicity is associated by gender discrimination which makes the majority of the respondents.



TESCO provides equal job opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	8.3	8.3	8.3
	Agree	34	56.7	56.7	65.0
	Neutral	4	6.7	6.7	71.7
	Disagree	13	21.7	21.7	93.3
	Strongly Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

From the above-mentioned statistics, it has been identified that out of 60 respondents, 34 respondents agreed with the statement that TESCO provides equal job opportunities. Moreover, 5 respondents strongly agreed, 4 remained neutral and 17 disagreed with the statement. This implies that 39 out of 60 respondents replied and agreed that TESCO provides equal job opportunities which make the majority of the respondents.



Recruitment policies at TESCO are biased

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	41.7	41.7	41.7
	Agree	18	30.0	30.0	71.7
	Neutral	6	10.0	10.0	81.7
	Disagree	9	15.0	15.0	96.7
	Strongly Disagree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

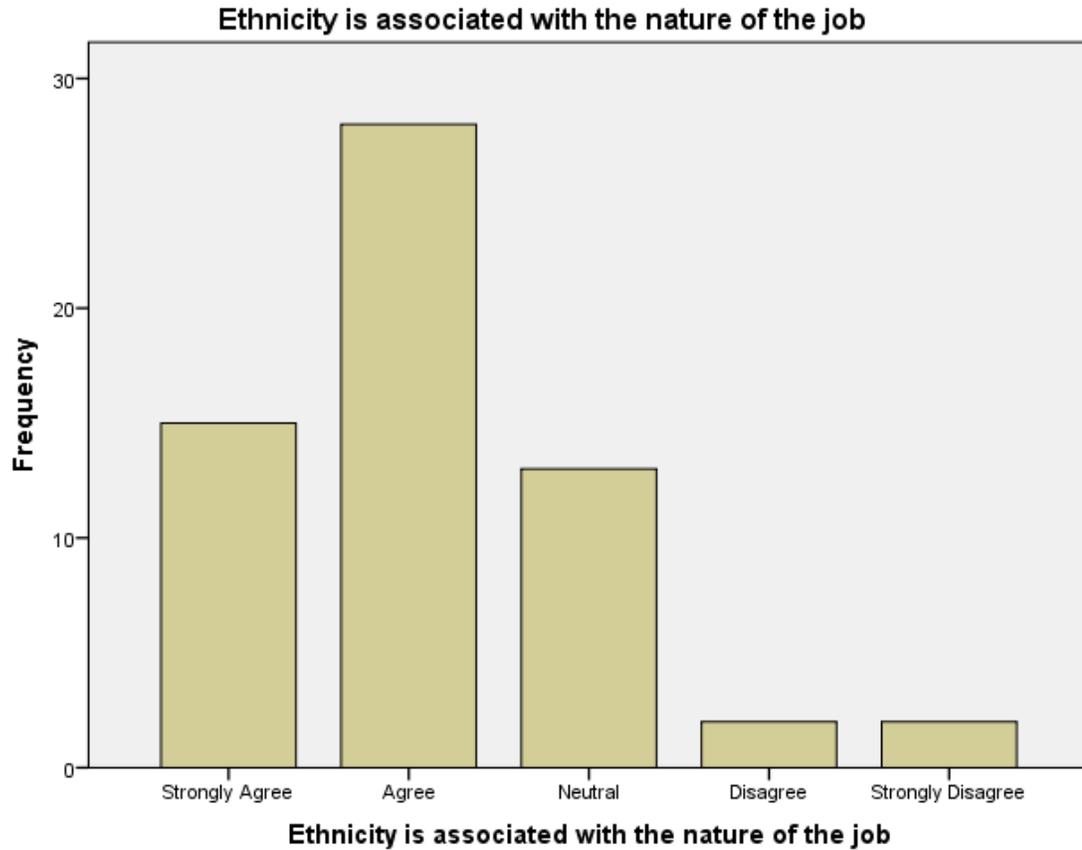
From the above-mentioned statistics, it has been identified that out of 60 respondents, 18 respondents agreed with the statement that recruitment policies at TESCO are biased. Moreover, 25 respondents strongly agreed, 6 remained neutral and 11 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that recruitment policies at TESCO are biased which make the majority of the respondents.



Gender discrimination is because of the nature of the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	33.3	33.3	33.3
	Agree	22	36.7	36.7	70.0
	Neutral	14	23.3	23.3	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

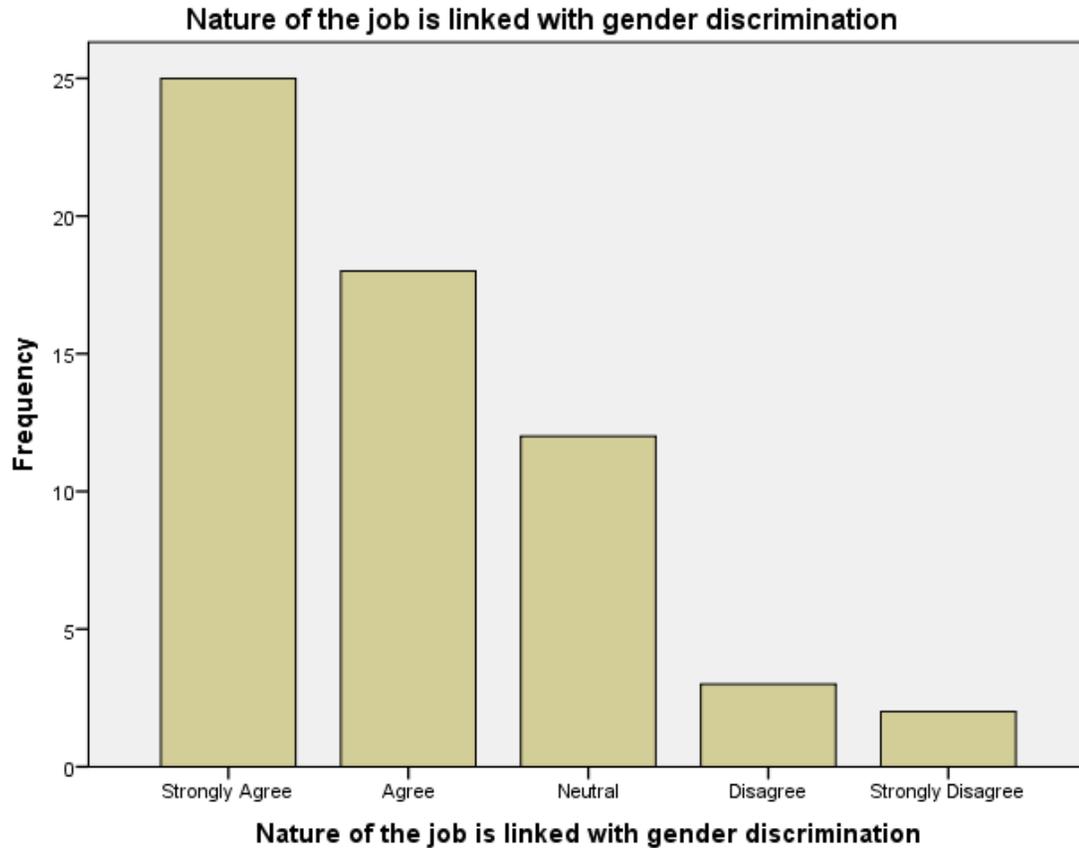
From the above-mentioned statistics, it has been identified that out of 60 respondents, 22 respondents agreed with the statement that gender discrimination is because of the nature of the job. Moreover, 20 respondents strongly agreed, 14 remained neutral and 04 disagreed with the statement. This implies that 42 out of 60 respondents replied and agreed that gender discrimination is because of the nature of the job which makes the majority of the respondents.



Ethnicity is associated with the nature of the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	25.0	25.0	25.0
	Agree	28	46.7	46.7	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	2	3.3	3.3	96.7
	Strongly Disagree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

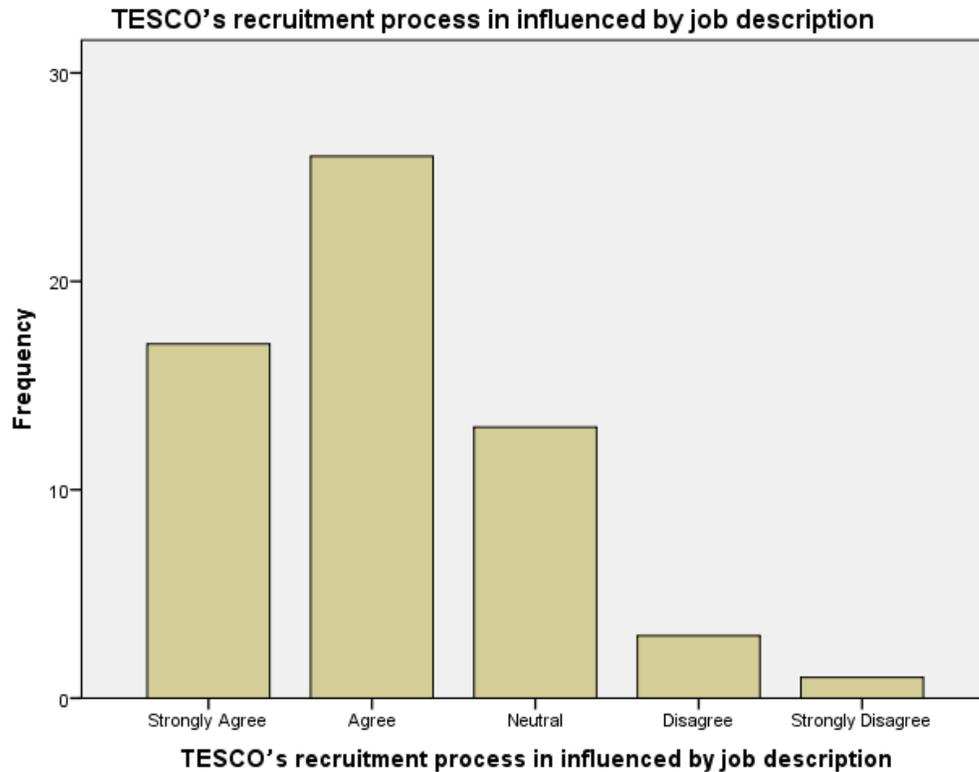
From the above-mentioned statistics, it has been identified that out of 60 respondents, 28 respondents agreed with the statement that ethnicity is associated with the nature of the job. Moreover, 15 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that ethnicity is associated with the nature of the job which makes the majority of the respondents.



Nature of the job is linked with gender discrimination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	41.7	41.7	41.7
	Agree	18	30.0	30.0	71.7
	Neutral	12	20.0	20.0	91.7
	Disagree	3	5.0	5.0	96.7
	Strongly Disagree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

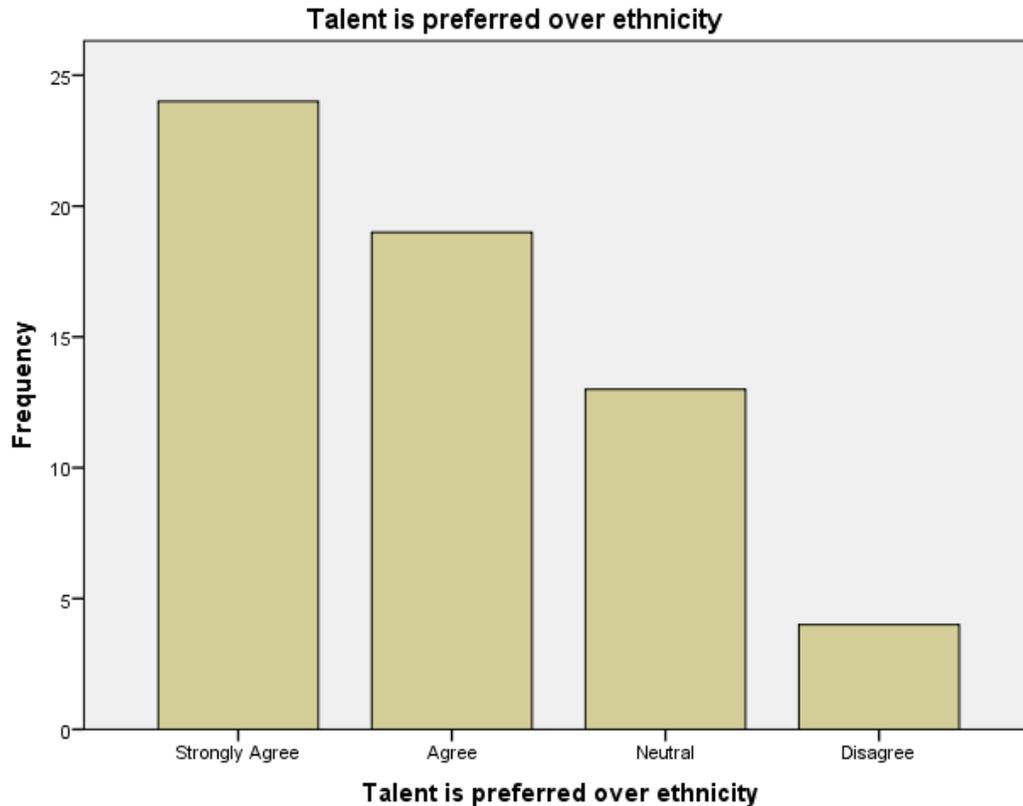
From the above-mentioned statistics, it has been identified that out of 60 respondents, 18 respondents agreed with the statement that nature of the job is linked with gender discrimination. Moreover, 25 respondents strongly agreed, 12 remained neutral and 5 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that nature of the job is linked with gender discrimination which makes the majority of the respondents.



TESCO's recruitment process in influenced by job description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	17	28.3	28.3	28.3
	Agree	26	43.3	43.3	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	3	5.0	5.0	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

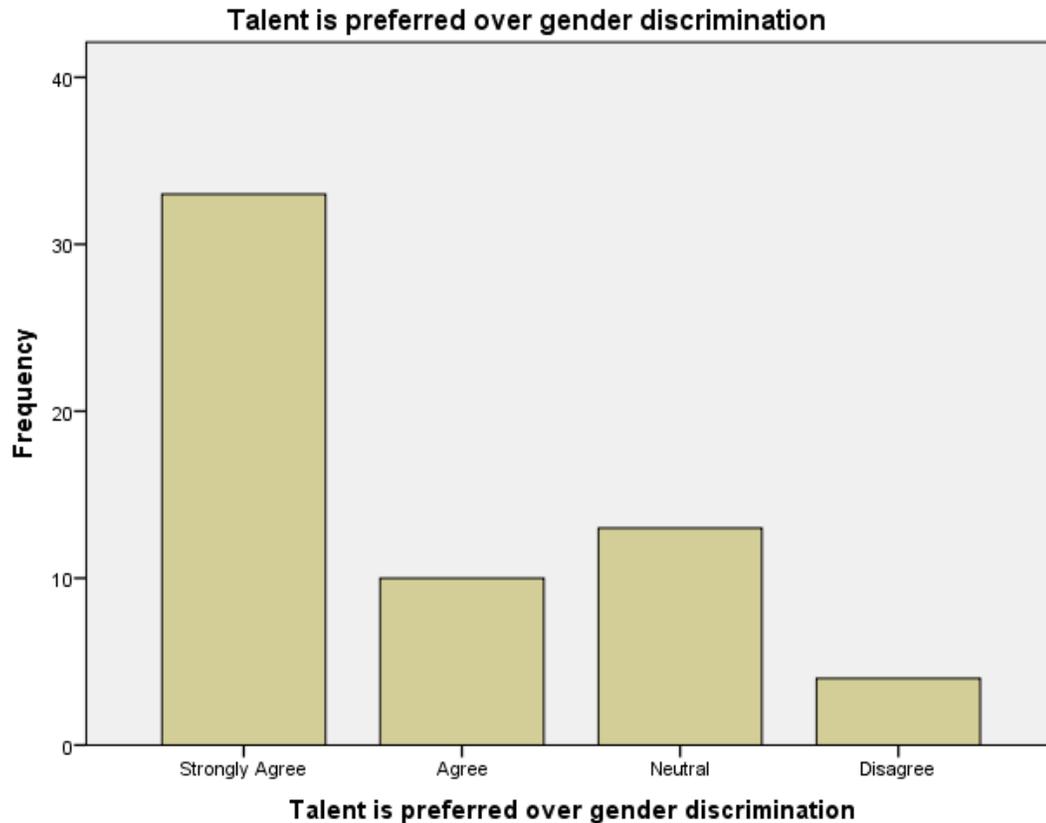
From the above-mentioned statistics, it has been identified that out of 60 respondents, 26 respondents agreed with the statement that TESCO's recruitment process in influenced by job description. Moreover, 17 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that TESCO's recruitment process in influenced by job description which makes the majority of the respondents.



Talent is preferred over ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	40.0	40.0	40.0
	Agree	19	31.7	31.7	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

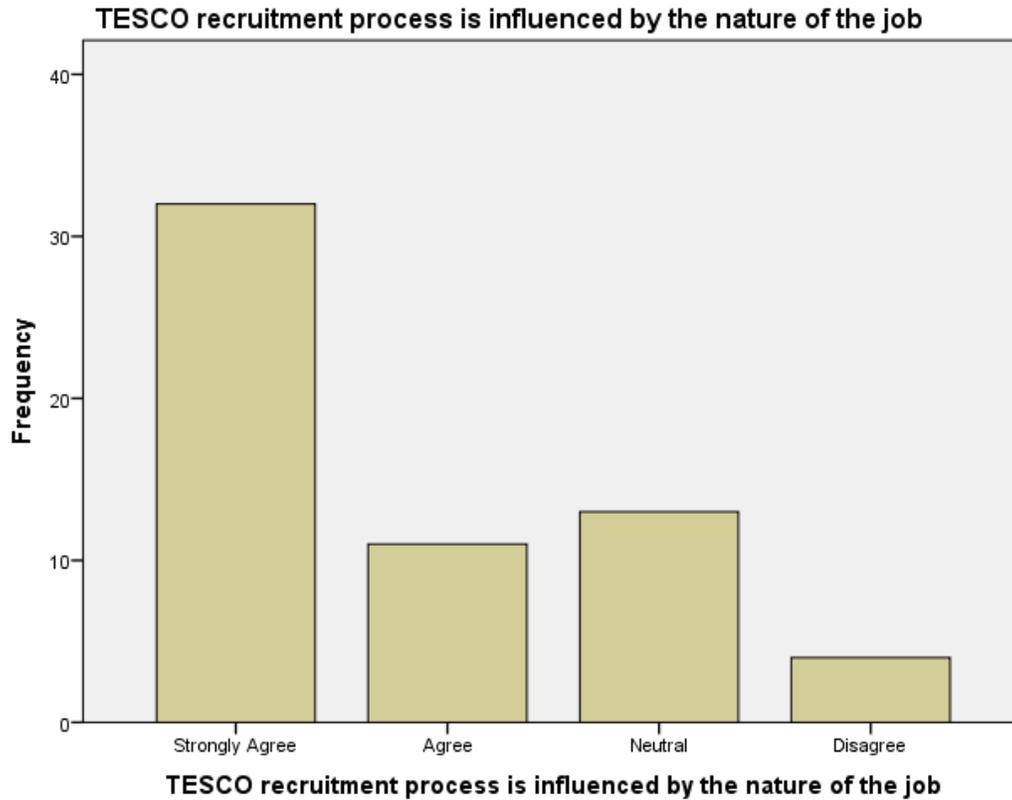
From the above-mentioned statistics, it has been identified that out of 60 respondents, 19 respondents agreed with the statement that talent is preferred over ethnicity. Moreover, 24 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that Talent is preferred over ethnicity which makes the majority of the respondents.



Talent is preferred over gender discrimination

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	33	55.0	55.0	55.0
Agree	10	16.7	16.7	71.7
Neutral	13	21.7	21.7	93.3
Disagree	4	6.7	6.7	100.0
Total	60	100.0	100.0	

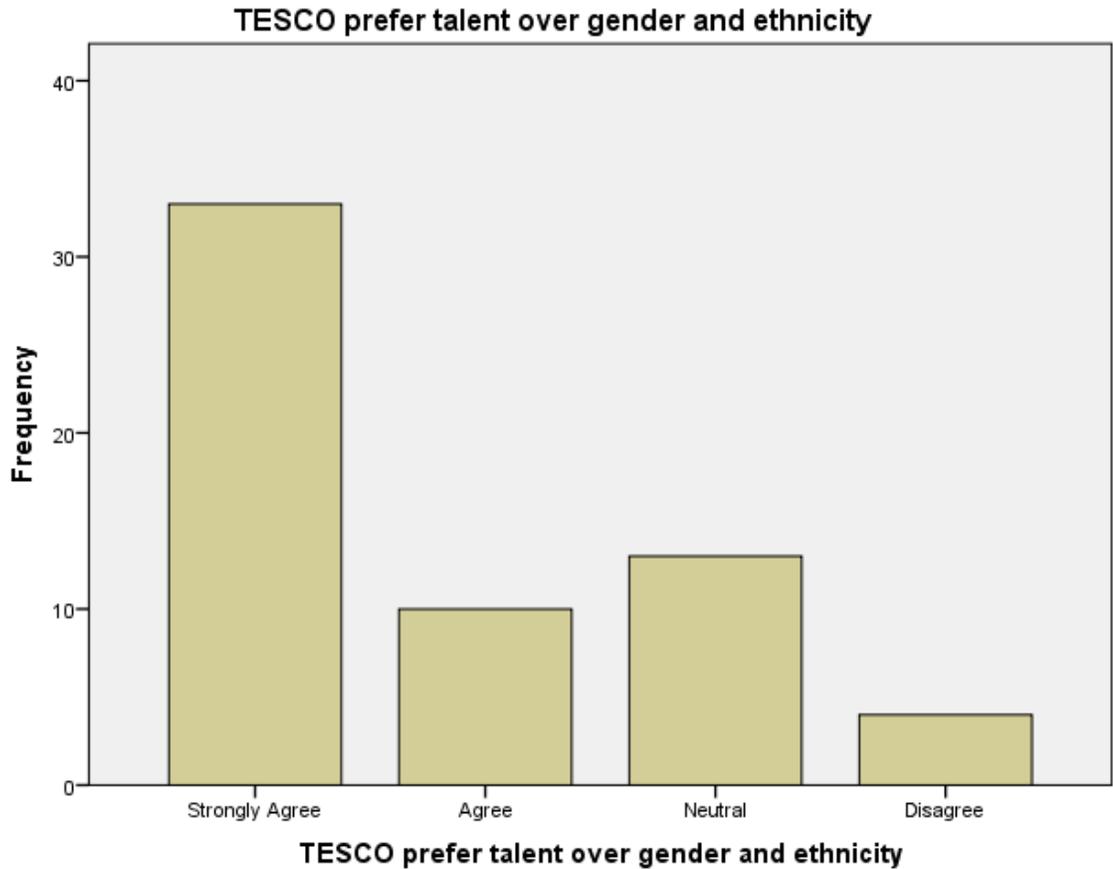
From the above-mentioned statistics, it has been identified that out of 60 respondents, 10 respondents agreed with the statement that talent is preferred over gender discrimination. Moreover, 33 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that talent is preferred over gender discrimination which makes the majority of the respondents.



TESCO recruitment process is influenced by the nature of the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	32	53.3	53.3	53.3
	Agree	11	18.3	18.3	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

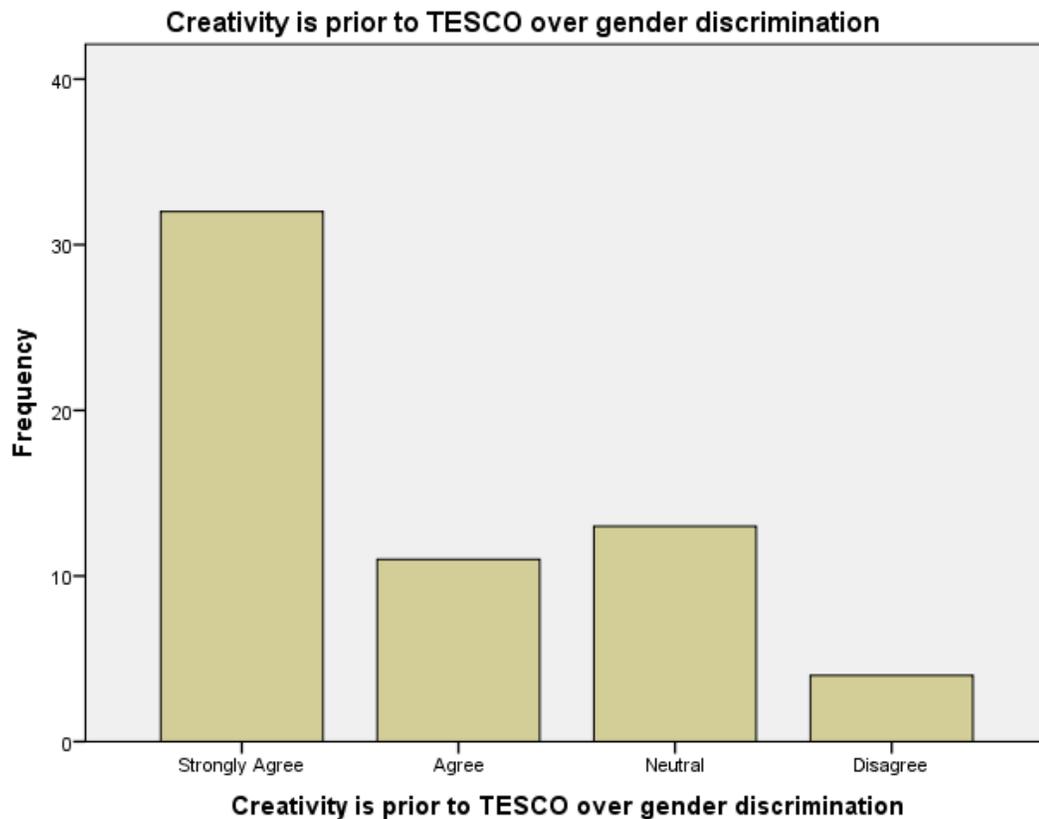
From the above-mentioned statistics, it has been identified that out of 60 respondents, 11 respondents agreed with the statement that TESCO recruitment process is influenced by the nature of the job. Moreover, 32 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that TESCO recruitment process is influenced by the nature of the job which makes the majority of the respondents.



TESCO prefer talent over gender and ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	55.0	55.0	55.0
	Agree	10	16.7	16.7	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

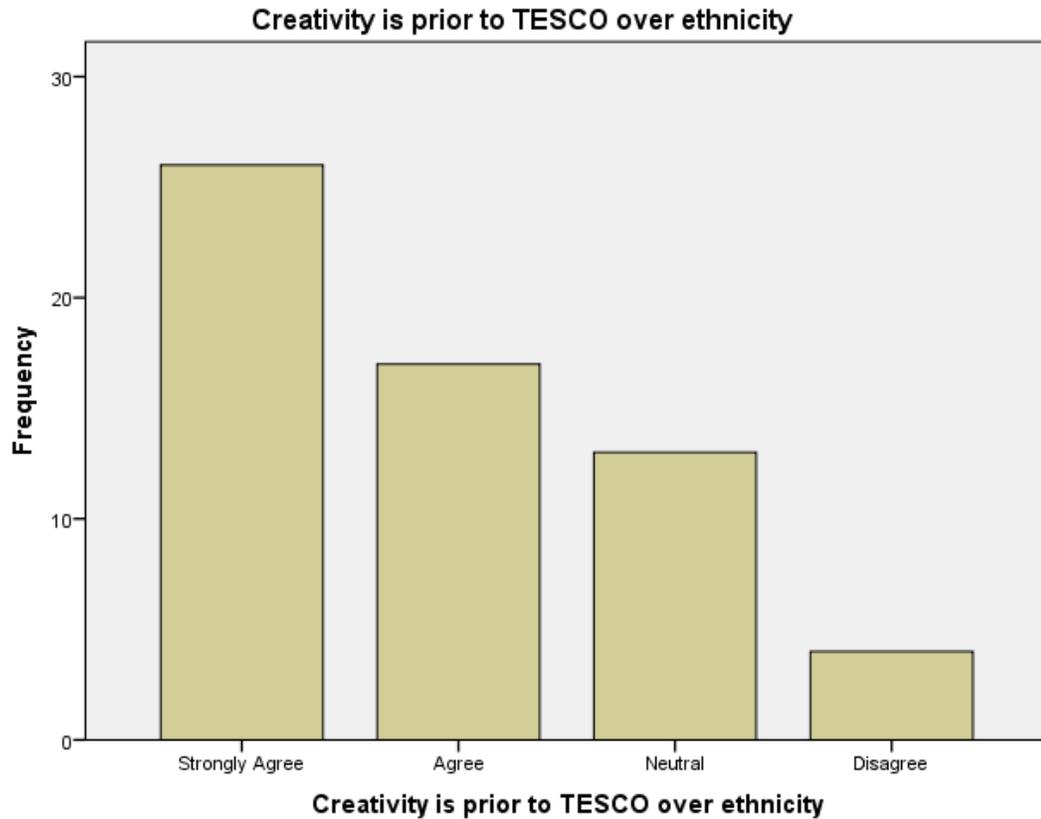
From the above-mentioned statistics, it has been identified that out of 60 respondents, 10 respondents agreed with the statement that TESCO recruitment process is influenced by the nature of the job. Moreover, 33 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that TESCO recruitment process is influenced by the nature of the job which makes the majority of the respondents.



Creativity is prior to TESCO over gender discrimination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	32	53.3	53.3	53.3
	Agree	11	18.3	18.3	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

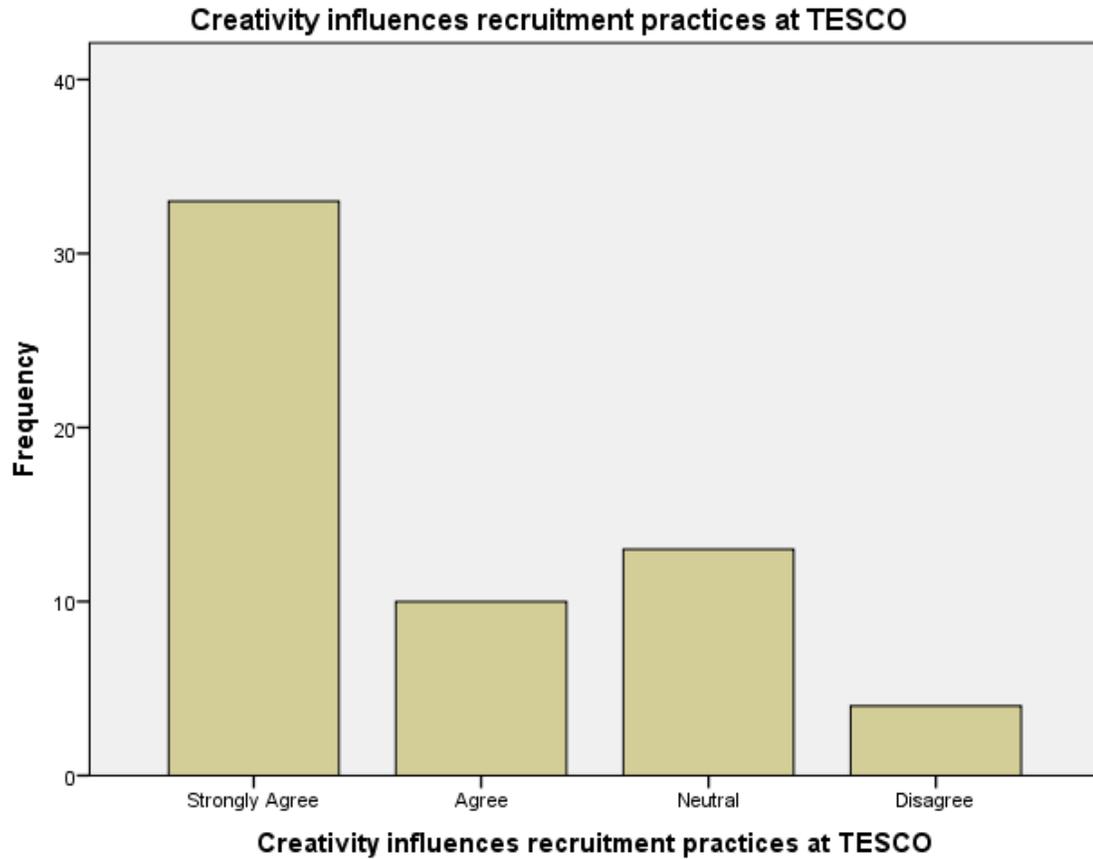
From the above-mentioned statistics, it has been identified that out of 60 respondents, 11 respondents agreed with the statement that creativity is prior to TESCO over gender discrimination. Moreover, 32 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that creativity is prior to TESCO over gender discrimination which makes the majority of the respondents.



Creativity is prior to TESCO over ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	26	43.3	43.3	43.3
	Agree	17	28.3	28.3	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

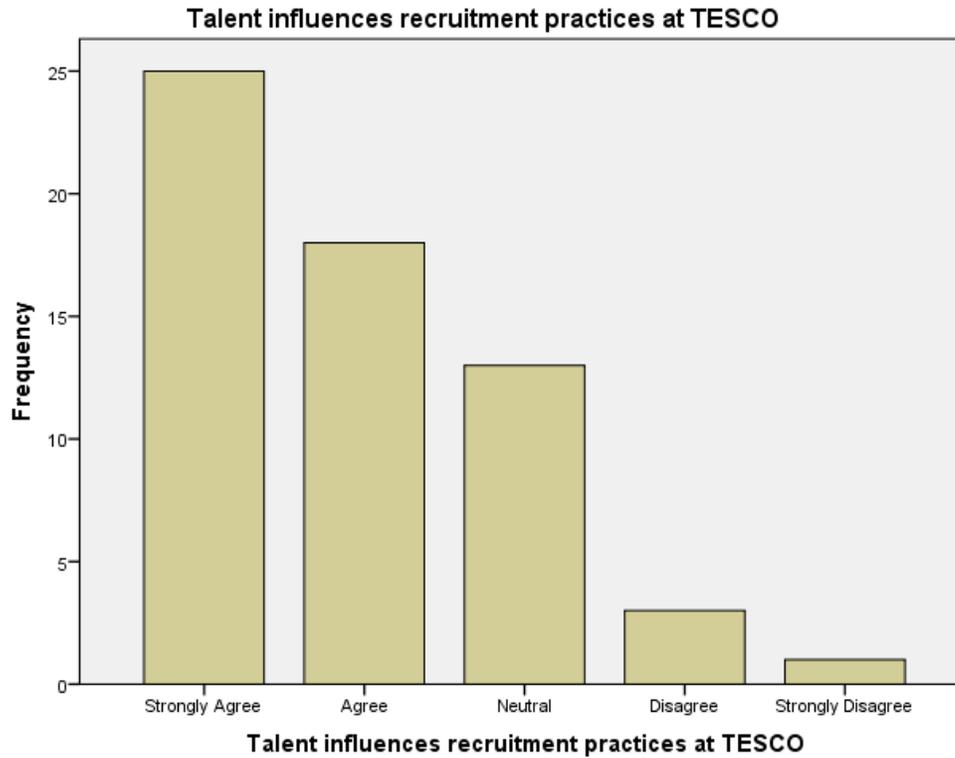
From the above-mentioned statistics, it has been identified that out of 60 respondents, 17 respondents agreed with the statement that creativity is prior to TESCO over ethnicity. Moreover, 26 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that creativity is prior to TESCO over ethnicity which makes the majority of the respondents.



Creativity influences recruitment practices at TESCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	55.0	55.0	55.0
	Agree	10	16.7	16.7	71.7
	Neutral	13	21.7	21.7	93.3
	Disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

From the above-mentioned statistics, it has been identified that out of 60 respondents, 10 respondents agreed with the statement that creativity influences recruitment practices at TESCO. Moreover, 33 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that creativity influences recruitment practices at TESCO which makes the majority of the respondents.



Talent influences recruitment practices at TESCO

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	25	41.7	41.7	41.7
Agree	18	30.0	30.0	71.7
Neutral	13	21.7	21.7	93.3
Disagree	3	5.0	5.0	98.3
Strongly Disagree	1	1.7	1.7	100.0
Total	60	100.0	100.0	

From the above-mentioned statistics, it has been identified that out of 60 respondents, 18 respondents agreed with the statement that talent influences recruitment practices at TESCO. Moreover, 25 respondents strongly agreed, 13 remained neutral and 4 disagreed with the statement. This implies that 43 out of 60 respondents replied and agreed that that talent influences recruitment practices at TESCO which makes the majority of the respondents.

4.2.3 Correlation Analysis

The correlation analysis is the way of analysing and identifying the relationship between the variables that are under observation of the study. The correlation tests are applied through SPSS software which is a statistical tool, while the major figures that are of great important are the sig value and the Pearson correlation value. From the table mentioned below, it has been identified that the sig value has been found out to be 0.000 which is used to identify the relationship between the two variables. However, as per the normalised value, the sig value should be less than 0.05. Hence, from the figure mentioned below, it can be said that there is existence of relationship between the gender and ethnic discriminations and recruitment process in Tesco. Moreover, the Pearson correlation value in the below-mentioned table shows that the relationship strength between the gender and ethnic discrimination and the recruitment practices of Tesco is 94.8% strong. This implies that there is a strong and positive relationship between the two variables of the study.

Correlations

		Gender and ethnic discrimination	Recruitment practices
Gender and ethnic discrimination	Pearson Correlation	1	.948**
	Sig. (2-tailed)		.000
	N	60	60
Recruitment practices	Pearson Correlation	.948**	1
	Sig. (2-tailed)	.000	
	N	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

4.2.4 Regression

The regression test is the statistical test used to analyse the influence of independent variable over the dependent variables. In this study, the regression test has been applied in order

to explore the impact of gender and ethnic discrimination on the recruitment processes of the Tesco. The test yielded three important tables whose interpretations have been provided below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	.898	.896	.31614

a. Predictors: (Constant), Gender and ethnic discrimination

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.020	1	51.020	510.488	.000 ^b
	Residual	5.797	58	.100		
	Total	56.817	59			

a. Dependent Variable: Recruitment practices

b. Predictors: (Constant), Gender and ethnic discrimination

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.435	.070		-6.209	.000
	Gender and ethnic discrimination	1.089	.048	.948	22.594	.000

a. Dependent Variable: Recruitment practices

The R square value in the model summary table shows that change in recruitment process with a single unit change in gender and ethnic discrimination. From the table, the R square value has been found out to be 0.948 which implies that 94.8% change occurs in the recruitment processes with a single unit change in gender and ethnic discrimination in Tesco. From the Anova table, the sig value must be less than 0.05 in order to reject the null hypothesis of the study. From the table, the sig value has been found out to be 0.000. This implies that the null hypothesis of the study has been rejected followed by the acceptance of alternate hypothesis. Moreover, the third table is the most important table that yields from regression analysis while

the most important value in the table is the sig value. As per standards, the sig value should be less than 0.05 and it represents the nature of the impact of one variable on to the other. From the above-mentioned co-efficient table, it has been identified that the sig value is reported to be 0.000. This implies that the gender and ethnic discrimination in the case of Tesco has positive and strong impact on the recruitment practices.

4.3 Qualitative Analysis

In this section, the researcher is intended to present the findings that have been gathered from the interview responses. The interviews were conducted through face-to-face meetings with the HR related personnel in order to identify the scope of gender and ethnic discrimination in Tesco. Therefore, 2 HR managers and 1 General Manager of Tesco were interviewed in order to collect sufficient amount of information regarding the recruitment process and the inclusion of gender and ethnic discrimination in the organisation. For the interview purpose, the open-ended questions were asked form the interviewees to collect deep in-sights from the respondents.

4.3.1 Interview Analysis

4.3.1.1 Recruitment Process at Tesco

The interviewees were asked regarding the recruitment process and practices at Tesco while one of the HR managers of the company replied as follows:

“The recruitment process at Tesco is considered as the composition of variety of practices in order to acquire the most potential talent that can help company to achieve their goals. The recruitment process at Tesco is quite simplistic as the main focus of HR department is

laid to provide job opportunities to the people that are qualified and are experienced for a specific position in the company.”

From the above mentioned responses, it has been identified that the recruitment process at Tesco revolves around the acquiring the potential employees with the help of providing complete description of the vacant positions to the candidates regarding the nature of the job and job description. Another interviewee replied:

“The recruitment process of the company is based on acquiring potential candidates. The recruitment is done through providing proper details of the job position to candidates and making them aware of their job roles. Moreover, we also ensure that no biases should be carried out while selecting candidates for a specific job role.”

The above-mentioned response suggests that the recruitment process of Tesco does not include the gender or ethnic biases. The responses from interviewees also suggested that the recruitment process of the company majorly focuses on the nature of the job and the job descriptions in order to hire and recruit the candidates for a specific job role.

4.3.1.2 Recruitment Process at Tesco and Gender or Ethnic Discrimination

For this specific team, the GM of the company replied:

“We work equally and we believe in gender and ethnic equality. It is included in our core commitments to produce a diversified culture in the organisation. Therefore, no biases in the recruitment process of the company are included.”

From the above-mentioned responses, it has been identified that the responses of the interviewees are related to the positive side and it has been identified that the HR department

does not use gender or ethnic biases in the recruitment process of the company. Furthermore, another interviewee responded as follows:

“I believe that the inclusion of biases or gender or ethnic discrimination in the business process is ethically wrong. However, sometimes, our company has witnessed the gender and ethnic biasness that is experienced when employers feel negativity for a specific ethnic or gender group. Therefore, it cannot be said that the company is free from the gender or ethnic biases.”

From the above-mentioned response of the interviewee, it has been identified that the employers in Tesco have been using gender and ethnic discrimination in the business processes which include the recruitment process of the company as well. The interviewee response also suggests that the employers consider the inclusion of any kind of discrimination as an ethical misconduct; however, those employers also include the gender or ethnic discrimination in the recruitment process.

4.3.1.3 Recruitment Process at Tesco and Nature of job and job descriptions

The interviewees were asked regarding the relationship between nature of job and job description and their influence on the recruitment process of the company. One of the interviewees responded:

“Yes, I believe and totally agree with the fact that the nature of job and the description of the job influence greatly on the recruitment process of the company. In my opinion, this is because of the nature of the job that can be best carried out by males or only. Similarly, on the other, there are incidents where there are some jobs that can only be done through females.”

Therefore, in my opinion, the gender discrimination with respect to the nature of the job is evident while having significant influence on the recruitment process of the company.”

From the response of the interviewee mentioned above, it has been identified that the employers consider the inclusion of gender discrimination to be an ethical misconduct. However, it has further been evident that employers believe that gender discrimination sometimes becomes valid in terms of nature or description of job. This is because there are some jobs that can only be fulfilled by male candidates such as labour work. Moreover, there are some of the job descriptions that can only be fulfilled by female workers such as receptionists or HR. This implies that there is huge impact of gender discrimination in the context of nature and description of job on the recruitment process of the company. Another interviewee answered:

“I agree with the statement that the nature of job impacts the recruitment process of the company. This is because nature of job influences candidates to apply for the job which can also be experienced by the recruitment specialists of the company. Therefore, I believe that there is strong influence of nature and job description on the recruitment process of the company.”

From the above-mentioned response, it has been identified that the employers believe that there is a significant impact of gender discrimination in the context of nature and job description. However, this can be said from both the responses that the impact of these nature and job descriptions have significant impact on the recruitment process of the company.

CHAPTER FIVE: DISCUSSION

Objective 1: To study the concepts of discrimination, both ethnic and gender, from a theoretical perspective.

The first objective has been developed in order to critically examine and evaluate the concepts of discrimination in the gender and ethnic perspective. As per the objective is concerned, it is related to the concepts and strategies of discrimination in the companies. The following objective has been met with the help of quantitative analysis that has been suitable for the researcher to fulfill the objective of the study. as far as the literature is concerned, it can be observed that there are several authors who have studied the concept of gender discrimination in the companies and has been focusing on the features and aspects for the gender and ethnic discrimination of the recruitment and selection process in Tesco, moreover, the theories and approaches of different authors has been provided in order to gain the idea of the ethnic discrimination from the theoretical perspective as provided in the mentioned objective.

The primary research has revealed the perspective of human nature and behavior and has developed the coherent arguments regarding the practices and procedures that are carried out by different authors for understanding the concepts of gender and ethnic discrimination of the employees in an organization. The following study has provided justifications regarding the ethical practices of the gender discrimination that has been analyzed using the different concepts, theories and approaches of different authors that has developed the opinions regarding the discrimination, both ethnic and gender, from a theoretical perspective. It is viable to understand the practices and procedures of the primary research that has been carried out in the following

research and has created the justifications for the need of having legalities and practices for the gender and ethnic discrimination within the employees of an organization.

Objective 2: To analyse different types of discrimination in the workplace.

The second research objective is to identify the different types of discrimination in the in the workplace and has identified the major types of discrimination in the workplace. The study of Kim and Noh (2014) has revealed that it has been observed prominently in different organizations that does not have the proper set of rules and responsibilities for managing the gender and ethnic discrimination within the organization. The major types of discriminations has been mentioned and has been evaluated in detail for understanding the different types of issues within the recruitment and selection processes of the organizations. The research has highlighted the different types of discrimination in the organizations with respect to different cases and phenomenon. Based on the historical background, the researcher has also highlighted and compared the practices of earlier time and the current era. Moreover the concept of ethnic discrimination and on the basis of religion and the race has also been discussed in detail for gaining the reviews of different authors.

The use of primary research and the analysis using SPSS has provided with the responses of different respondents and has gained the idea of the concept regarding the current practices of ethnic and gender discrimination of the employees. The findings and analysis of the following research has gained the most prevailing concept of ethnic and gender discrimination and the practices of organizations in the current era that has explained the factors and types of discrimination in the companies. The review of literature of the following study has also revealed the two major types of gender and ethnic discrimination in the workplace that shows the concept of not treating well and having discrimination with respect to race, religion and the gender of the employees within the organization (Arai, Bursell and Nekby, 2016). The analysis of the following study has revealed that the company has been using effective practices of recruitment

and selection that is highly viable for the increasing performance and productivity of the employees. It can be understood that the company has gained effective practices for attracting the competent individuals for gaining highly active data for the process of recruitment and selection in Tesco.

Objective 3: To study the influence of gender and ethnic discrimination on the recruitment practices of Tesco.

The third objective is based on the impact of gender and ethnic discrimination in the recruitment practices of the selected company Tesco. The study has revealed that the company has been using the effective practices of recruitment that includes both the male and female genders who are treated according to their performance and practices. The research of Kershaw et al (2016, p. 342) has revealed that the company uses different modes of rewarding and paying them more according to their performance and other major devotion to the company. The concept of gender and ethnic discrimination has been associated with Tesco with respect to the fulfilment of policies and procedures that can enhance the system of recruitment by attracting and selecting the people belonging to different genders and ethnic backgrounds and developing the fit between the practices and procedures of the process of recruitment and selection process.

The following study has highlighted the major areas of recruitment and selection policies and practices of Tesco that has been observed through the data analysis and the interpretation of the quantitative data for identifying the current practices of recruitment and selection in the company (Özbilgin and Syed, 2015). The study has highlighted the major aspects and areas of ethnic and gender discrimination that has been explained in the company with respect to the parties and behaviors of the candidates who are attracted to work with Tesco. Moreover, the

combination of the reviews of different authors have also highlighted the different areas and the expertise in the company that is further used in the company and its practices. The study has also analyzed that the practices and procedures of the company regarding the recruitment and selection process is heavily based on the highly skilled workers and developing higher profitability from the operations that are carried out in the company (Williams, 2017). Moreover, it can be stated that Tesco is categorized among the best retail companies in UK that is observed to be highly adaptable for the company and its operations in regards with the operations and the practices of the recruitment and selection of the employees.

CHAPTER SIX: CONCLUSION

6.1 Summarised Findings and Recommendation

The main aim of the study is to determine the influence of gender and ethnic discrimination in recruitment practices in the case of Tesco. In order to meet this aim, the researcher has used mixed methodology with the help of both, quantitative and qualitative methods using surveys and interviews respectively. With the help of mixed methodology, it has been identified that there are different types of discriminations that can occur in the organisational context while gender and ethnic discriminations are the most common types of discriminations that may incur within the organisations. Moreover, it has further been identified that there are some major factors which influence the nature and job descriptions in a significant manner which consequently influence the recruitment process of company. These factors include policies and procedures of recruitment, job recruitment and the influence of ethnicity on the recruitment process of the company.

The mixed methodology has resulted in the collecting sufficient number of evidences and data that is analysed in order to explore the impact of gender and ethnic discrimination on the recruitment processes of Tesco. The findings from the quantitative analysis have explored that there is a strong relationship between the gender discrimination and ethnic discrimination on the recruitment process of the company. The regression analysis also explored that there is a strong impact of gender discrimination and ethnic discrimination on the recruitment process of the Tesco. From the qualitative analysis, it has been identified that the participants responses positively and in favour that the inclusion of gender and ethnic discrimination in the company affect the recruitment process of the company. Moreover, it has further been revealed that the gender and ethnic discrimination affect the recruitment process of the companies while these are

considered to be the unethical conducts to introduce the discrimination in organisation. It has been recommended to the HR department and employers of the Tesco in order to eliminate the discrimination from the organisation. this can be done by focusing on the gender equality and introducing new jobs so as to avoid the discriminations from the organisations.

6.2 Future Research Implications

Future recommendations can be made in order to change the overall business process of the company; however the company can be changed instead of Tesco. Moreover, the comparative study can be carried out in order to analyse the overall impact of gender discrimination and ethnic discrimination on the recruitment processes of different companies.

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