

Impact of Gender-Based, Age-Based, and Race-Based Discrimination on Satisfaction and Performance of Employees

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ABSTRACT

The functions of Human Resource are greatly affected by the prevalent phenomena of discrimination at workplaces. There are different types of discrimination and an in-depth analysis of gender-based, age-based, and race-based discrimination has been conducted to analyze their presence in the pharmaceutical industry of Thailand and their impact on the employees' job satisfaction and performance. The study has used quantitative data analysis method and 300 questionnaires were distributed among the employees of pharmaceutical companies. The results have shown that all three types of discrimination negatively impact the job satisfaction and performance of employees. However, in the case of the pharmaceutical industry of Thailand, only race-based discrimination has been found.

Keywords: Workplace discrimination, Gender-based discrimination, Age-Based Discrimination, Race-Based Discrimination, Job Satisfaction, Performance

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INTRODUCTION

Discrimination among employees has become an important issue in the current organizations. The discrimination is an act of unfairness that occurs when the people of a particular category are treated differently. It has become necessary for organizations to equally provide opportunities to employees belongs to different ages, race, religion, gender, etc. The discrimination has found to directly impact the performance of employees within organizations. In the case of discriminated behaviour among employees, the employees are found to be demotivated that is likely to reduce their performance at the workplace (Denissen, & Saguy, 2014). The discrimination can be of multiple types i.e. age-based, gender-based, race-based, etc.

Gender-based discrimination has been found at organizations in Thailand. An improvement in the opportunities for women have been increased in Thailand from the past few years and there has been policy support, however, the conditions for working and wage rates have been reducing. According to International Labor Organization (ILO) study, it has been observed that the wages of men employees are greater in Thailand compared to women and only 2 women out of 17 on an average earn more than men (International Labor Organization, 2013). There has been evidence representing the existence of gender-based discrimination in terms of wage and the wage gap is different in different industries. According to Khorpetch & Kulkolkarn (2011), the wage gap in Thailand among men and women has been declined in last few years that is basically due to strict labour laws and education achievements of Thai women.

The claims related to age-based discrimination are found to be uncommon in most of the industries in Thailand during the hiring process. This is mostly due to lack of awareness and lack of legal protections concerning discrimination based on age. In many recruitment processes happens in Thailand, the employers commonly place an age limit for a job along with its advertisement. In the global

environment, the age biasness has become an important area of research and it has been tried to ensure that almost 40% of the workplace population would be over 55 years by the year 2020 (Rupp and Vodanovich, 2006). It has been observed that the performance of employees is reduced as a consequence of age discrimination that results in reducing the satisfaction of employees.

Race-based discrimination is found to be high compared to other types of discrimination in Thailand. The country celebrates a day to eliminate the race-based discrimination, however, there is nothing to celebrate for the minorities in the country. The country and agreed to eradicate the racial discrimination by signing the agreement with the International Convention of UN has not been removed from roots. A high level of race-based discrimination has been observed in Thailand and the racism level is increasing continuously (Draper and Kamnuanisilpa, 2016). The impact on the satisfaction level and performance of employees has been investigated by Elei (2016), that observed a significant association between discrimination and performance of employees due to decrease in HR factors including motivation and satisfaction level.

The goals within the organizations are achieved through the efforts of their employees, therefore, it is very important to keep the employees satisfied and motivated (Saengchai, Siriattakul, & Jermstipparsert, 2019; Hartinah, Suharso, Umam, Syazali, Lestari, Roslina, & Jermstipparsert, 2020). Some of the key concerns related to discrimination has been highlighted by researchers including reasons for discrimination, the role played by the managers of HR in minimizing the discrimination cases, and perception of employees of the discrimination. It is promising to find the relevant and lasting solutions to deal with discrimination at workplace (Elei, 2016). It is common that some activities may not considered to be discriminatory but create a sense of discrimination to some extent e.g. the men may be given complicated tasks in the organization that is not provided to female and it is likely to provide opportunities for future

development regarding professionalism (Marchiondo, et al. 2018).

Purpose of the Study

The purpose of this study is to find the workplace discrimination in Thailand pharmaceutical industry by collecting data from respondents for the pharmaceutical industry. The aim is to analyze the presence of discriminatory factors within the organizations. Another aim of the study is to find the impact of gender-based, age-based, and race-based discrimination on the employees' satisfaction and performance. The findings made in this paper would help the organizations to deal with the moderate discrimination issues.

Objectives of the study

- To find the impact of gender-based discrimination on employees' satisfaction and performance at organizations in Thailand.
- To find the impact of age-based discrimination on employees' satisfaction and performance at organizations in Thailand.
- To find the impact of race-based discrimination on employees' satisfaction and performance at organizations in Thailand.

LITERATURE REVIEW

Workforce discrimination and its impact

Workforce discrimination can be described as an act of discriminating employees based on factors like age, race, gender, religion, disability, sexual orientation, nationality, etc. The discrimination within the organizations can be defined as the discriminatory behaviour with labour force based on age, race, gender, etc. (Hasmath, 2015). According to Tesfaye (2011), discriminatory behaviour with the employees in the organization can be harmful and can lead to consequences like reduced performance, demotivation, reduced satisfaction, etc. It can be defined as the starting point of unequal behaviour among the employees according to the theories of non-neoclassical group and is generally observed in terms of race and gender globally. Increased discrimination based on gender and race has been recorded among the employees recently and is growing further (Triana et al., 2015).

The reduction in discrimination through strong policies at organizations is expected to produce positive outcomes. According to Boone James et al. (2013), the researchers have examined that in many organizations employees are not aware of their rights regarding diversity management due to low qualification levels. It is the task of human resource manager to ensure that there is no discrimination based on any grounds within the organization to ensure the fulfilment of labour laws. This needs to be minimized at the recruitment and selection event as well as in the normal course of operations of the business. Marchiondo, et al. (2018) has investigated the impact of different types of discrimination at the workplace and its impact on the performance of employees. A significant and negative relationship has been found between discrimination at the workplace and performance of employees. Ensher et al. (2001) investigated the impacts of discrimination and found a negative impact of workforce discrimination on the

satisfaction of employees that further affect their performance.

Gender-based discrimination and its impact

It is important to highlight the potential impact of gender-based discrimination on the employees' wellbeing and life. According to Frone and Parks (2017), gender-based discrimination directly results in an increased level of stress in the employees that then affect the morale of employees and result in affecting their mental as well as physical health. This increased stress level and mental issues directly hurt the employees' satisfaction and leads to a decline in the performance of employees. Gender-based diversity management is expected to grow the employees to show better performance (Simons and Rowland, 2011).

The impact of the discrimination on the performance of employees has been analyzed by (Channar, Abbassi, and Ujan, 2011). It has been analyzed in the study that an increased level of discrimination directly affects the level of motivation, commitment, satisfaction, and ultimately the performance. Their study used the method of a survey questionnaire that was filled by employees working in the different level of organizations. The findings of the study reveal that increasing discrimination is likely to reduce motivation, satisfaction, and employee' performance. The study has also found that the cycle doesn't end here. The decreased performance and lack of satisfaction impact the performance of the organization. One way suggested by the authors to reduce discrimination is to bring strong policies for the management of diversity.

The contribution of women currently in the community can be analyzed by examining through social attitudes. Due to the increased level of discrimination based on gender, a wage gap depending on the gender has been in Thai organizations. The wage gap between men and women can be covered by promoting education and acquisition. The women in Thailand have found to overcome men due to increased education attainments as the main elements that had contributed towards the wage gap was the education in past. It has been observed that filling the gap in the wage rate is also acting as filling the bridge of performance (Bui and Permpoonwiwat, 2015). Based on these factors, the following hypothesis can be made.

H1: *There is a significant impact of gender-based discrimination on employees' satisfaction and performance.*

Age-based discrimination and its impact

Currently, the ageism concept can be discussed in broader terms and there is the potential of discrimination and inequality against the people belong to any age group in which the employees will be treated differently wither for being too old or too young (Kunze et al., 2011). According to Tomlin (2016), it is illegal to discriminate on the basis of age but still, it is present at workplaces where mostly the older employees face discrimination. Through facing discrimination at the workplace, the dignity of older employees is affected directly that significantly leads to decreased satisfaction and performance.

From the past fifty years, this type of discrimination has been observed in the organization. By age discrimination, it is meant that some kind of unfavourable behaviour is faced by the individual especially due to their old age.

According to Dennis and Thomas (2007), the issue of ageism or age-based discrimination can be found and is related to employment practices the factor of age are connected with the actions of organizations and their policies. Many countries globally have got an increasing population of older people that are likely to be discriminated in professional situations. The concept of age is considered to be problematic because the governments of such countries associate older employees with low productivity and slow growth of the economy (Ainsworth and Hardy, 2009). The age discrimination, however, is found to be avoided by organizations is Thailand, According to Rajah and Tann (2019), the constitution of Thailand doesn't allow organizations to discriminate based on age.

According to Joseph (2014), having diversity within organizations based on age can prove to be strategic capability and can provide the organization with an advantage over competitors. Having employees from all age groups are likely to add more innovative human force into the organization. The inverse of the diversity is discrimination and the organizations that failed to hire diverse employees based on age, likely to discriminate them. It has been found by the author that not having diversity based on age will negatively affect their performance and satisfaction. Based on these factors, the following hypothesis can be made.

H2: *There is a significant impact of age-based discrimination on employees' satisfaction and performance.*

Race-based discrimination and its impact

Race-based discrimination can be described as a discriminatory behaviour with the employees at the workplace based on their colour, religion, ethnicity (Hasmah, 2015; Triana et al., 2015). The issue of racism is still present in the organizations even after almost half-century of legislation and policies by Human Resources (Seifert and Wang, 2018). There have been research studies that have found the impact of race-based discrimination on the employees at the workplace. It has been examined by Mobius et al. (2015) that the firms have been trying to reduce race-based discrimination but the policies are not working really. Further, Isaiah et al. (2015) analyzed the impact of increased racism in the organization and its

impact on employees and it has been found that the gender-based and race-based discriminations result in reduced efficiency and performance of the employees. There are not so many studies that have considered race-based discrimination to find its impact so, discovering this area along with other ones would fill the gap of research.

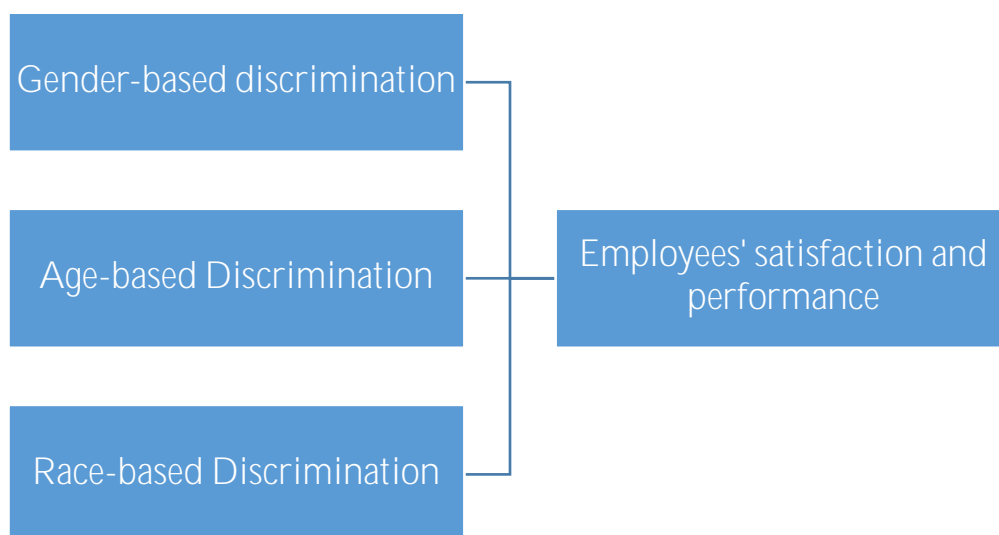
According to Elei (2017), the impact of discrimination on performance needs to be evaluated. From the selected target segment, the study focused on collecting responses from a sample of 5 organizations through a survey questionnaire. The results of the study have found that the relationship is likely to be significant but negative among discrimination and job satisfaction and performance. Race-based discrimination includes discrimination based on the religion or ethnic background of individuals. The discrimination based on religion means the different behaviours with the employees in the organization based on their religious background (Sharma, 2016). Ethnic discrimination, on the other hand, can be defined as the different treatments with the individual employees due to the fact that he has a different nationality. Ethnic discrimination has been growingly at a faster pace as many cases have been witnessed during the past few years (Isiah et al., 2017).

Race-based discrimination is likely to affect both individuals as well the organizational outcomes. According to Isaiah et al. (2017), the productivity and value of employees within the organization impact their satisfaction and performance that is directly affected by discrimination. Many past studies have found that the discrimination of any type prevents employees from the progress that affect their satisfaction and performance. Based on these factors, the following hypothesis can be made.

H3: *There is a significant impact of Race-based discrimination on employees' satisfaction and performance.*

Conceptual Framework

The conceptual framework has been dramatically representing the relationship of independent and dependent variables. The below relationship has been showing that there will be impact of gender-based, age-based, and race-based discrimination on the satisfaction and performance of employees.



METHODOLOGY

Data collection methods

The quantitative method has been used for data collection in this study. The quantitative method used for the study is survey questionnaires. It is allowed by the quantitative method to test hypotheses and theories, collect huge data that enable to answer the questions appropriately. Another advantage of quantitative data is that it is more reliable and objective and is not affected by the opinion of the researcher in explaining the actual phenomenon. According to Creswell (2013), the quantitative method allows researchers to reorganize complex issues. It enables the researcher to explain the theory tested contrasting from the qualitative study in which the researcher is unaware of the variables' importance (Gravetter & Forzano, 2015). For the collection of data using questionnaire means that primary data has been collected and the primary research normally provide appropriate and satisfactory results (Ronsen & Smith, 2014).

Population

The population of the study are the organization from pharmaceutical industry of Thailand.

Sample

The sample size for the study is 300 individuals working in the different pharmaceutical organization in Thailand. The data will be collected from 5 different organizations and employees have been selected using random sampling. The questionnaires were distributed among 300 employees while the results have been derived for 281 employees as the remaining questionnaires were not filled or had any other issue like doubling etc.

Questionnaire

The questionnaire for the study consists of 2 portions. The first section contains the demographic variables i.e. gender,

age, religion, and home country. The second section of the questionnaire consists of the questions related to the dependent and independent variable of the study that are employees' satisfaction and problem, gender-based discrimination, age-based discrimination, and race-based discrimination. The responses against the second questions have been collected on 5-point Likert scale with values 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, and 5 = strongly disagree.

Data Analysis Method

The analysis of demographic variables has been done through frequency analysis. The inferential variables will be analyzed using 4 different techniques. First of all, the descriptive statistics will be done to find the mean value of each variable. The reliability analysis will be done further to analyze the correctness of data. The bi-variate relationship among all the variables in the study will be collected through correlation. Lastly, the relationship between the dependent and independent variables to test the hypotheses of the study will be examined through regression analysis.

RESULT AND ANALYSIS

To find the impact of Gender-based, Age-Based, and Race-based discrimination on the satisfaction and performance of employees at the workplace, the research study has used regression and correlation analysis. Before these major methods, the study has used Cronbach Alpha to check reliability while the frequency and percentages of demographic variables have been analyzed. The questionnaire has been used for the collection of data and a total of 281 complete questionnaire in all aspects has been received.

Demographic Variables

TABLE 1. Demographics

Demographics		Frequency	Percent
Gender	Male	143	50.9
	Female	138	49.1
Age	20-30	78	27.8
	31-40	85	30.2
	41-50	43	15.3
	51-60	50	17.8
	60 and Above	25	8.9
Home Country	Thai	136	48.4
	Other	145	51.6
Religion	Buddhist	78	27.8
	Cristian	61	21.7
	Muslim	40	14.2
	Hindu	49	17.4
	Other	53	18.9

The demographic analysis of age shows that there are almost equal male, and female included in them as the

difference is of 5 employees only. This may be done purposively to assess the presence or absence of gender-

based discrimination. The demographics of age shows that most of the employees included in the study belong to ages between 31 and 40 that is almost 30%. The study has included more respondents from a foreign background than from local Thai as the percentage of respondents from other countries is almost 52% compared to 48% of Thai respondents. Lastly, the religion of the respondents has

been analyzed and it shows that most of the employees belong to either Buddhism or Christianity with a percentage of about 28 and 22 respectively. The lowest percentage is for the Muslims that are about 14%. The percentages of remaining individuals that belongs to Hinduism or some other religion are 17.4% and 18.9% respectively.

Descriptive Analysis

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GD	281	2.00	4.67	3.2432	.56394
AD	281	1.33	4.67	3.1815	.49829
RD	281	1.00	3.67	2.0047	.74000
ESP	281	1.67	4.00	2.9241	.55686
Valid N (listwise)	281				

The mean value of independent variable gender-based discrimination is 3.24 which actually shows more responses as on the neutral side but as is going towards disagreeing, it can be said that there is not much discrimination based on gender in the pharmaceutical industry of Thailand. The mean value of independent variable age-based discrimination is 3.18 which shows more responses as on neutral side but as is going towards disagreeing, it can be said that there is not much discrimination based on age in the pharmaceutical industry of Thailand. This can also be seen from the demographic result of age that the industry has included employees from all age groups. The mean value of race-based discrimination is 2.00 which means that most of the respondents agreeing on the statements about the presence of race-based discrimination. The mean value

of employees' satisfaction and performance is 2.92 that is almost near to neutral responses but a value below 3 is due to the presence of race-based discrimination and its negative impact on satisfaction and performance of employees (Jarrar et al., 2018).

Reliability Analysis

The reliability analysis is conducted to find the overall reliability of data. In this research, the reliability of all the variables has been checked individually and is then checked collectively for all. The value of Cronbach alpha above 0.7 shows that the data collected is reliable for research purposes.

Table 3: Reliability Statistics of Gender – Based Discrimination

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.742	.741	3

The value of reliability statistics for the independent variable gender-based discrimination is 0.74 which is reliable.

Table 4: Reliability Statistics of Age – Based Discrimination

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.713	.701	3

The value of reliability statistics for the independent variable age-based discrimination is 0.71 which is reliable.

Table 5: Reliability Statistics of Race – Based Discrimination

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.775	.781	3

The value of reliability statistics for the independent variable race-based discrimination is 0.77 which is reliable.

Table 6: Reliability Statistics of Employees Satisfaction and Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.705	.711	3

The value of reliability statistics for the dependent variable employees' satisfaction and performance is 0.70 which is reliable.

Table 7: Reliability Statistics

Cronbach's Alpha	N of Items
.734	4

The reliability of all variables collectively has been measured in table 7. The value of reliability statistics for

data of all variable collectively is 0.73 which shows the reliability of overall data.

Correlation Analysis

Table 8: Correlations

		GD	AD	RD	ESP
GD	Pearson Correlation	1	.167**	-.208**	.077
	Sig. (2-tailed)		.005	.200	.000
	N	281	281	281	281
AD	Pearson Correlation	.167**	1	.077	.452**
	Sig. (2-tailed)	.005		.196	.000
	N	281	281	281	281
RD	Pearson Correlation	-.208**	.077	1	.340**
	Sig. (2-tailed)	.200	.196		.000
	N	281	281	281	281
ESP	Pearson Correlation	.077	.452**	.340**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	281	281	281	281

According to Tabachnick and Fidell (2001), the relationship between any two variables is examined through correlation analysis. Gender discrimination is positively and significantly correlated with Age discrimination with values ($r = 0.167$, $p\text{-value} < 0.05$), Gender discrimination is negatively and insignificantly correlated with race discrimination ($r = -0.208$, $p\text{-value} > 0.05$), Gender discrimination is positively and significantly correlated with employees satisfaction and performance ($r = 0.07$, $p\text{-value} < 0.05$).

Age discrimination is positively and significantly correlated with Gender discrimination with values ($r = 0.167$, $p\text{-value} < 0.05$), Age discrimination is positively and insignificantly correlated with race discrimination ($r = -0.07$, $p\text{-value} > 0.05$), Age discrimination is positively and significantly correlated with employees satisfaction and performance ($r = 0.45$, $p\text{-value} < 0.05$).

Race discrimination is negatively and insignificantly correlated with Gender discrimination with values ($r = -0.208$, $p\text{-value} > 0.05$), Race discrimination is positively and insignificantly correlated with age discrimination ($r = 0.07$,

$p\text{-value} > 0.05$), Race discrimination is positively and significantly correlated with employees satisfaction and performance ($r = 0.34$, $p\text{-value} < 0.05$).

Employees' satisfaction and performance is positively and insignificantly correlated with Gender discrimination with values ($r = 0.07$, $p\text{-value} < 0.05$), Employees' satisfaction and performance is positively and significantly correlated with age discrimination ($r = 0.45$, $p\text{-value} < 0.05$), Employees' satisfaction and performance is positively and significantly correlated with employees satisfaction and performance ($r = 0.34$, $p\text{-value} < 0.05$).

Regression analysis

The strength of the relationship between independent and dependent variables is examined through regression analysis. According to Bryman and Bell (2018), there are two types of regressions i.e. linear and multiple and for this research, linear regression has been used. Given below is the regression analysis of his research.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550 ^a	.303	.295	.46750

The relationship between the dependent and independent variables are examined through R and the value of R for this regression model is .55 that shows the variations in gender-based discrimination, age-based discrimination, race-based discrimination, and employees' satisfaction and performance. The R square value in the model is the coefficient of determination and .30 value shows that

almost 30% of the employees' satisfaction and the performance will be affected by all three types of discrimination. The fitness of the variable in the model is shown by the value of adjusted R square and its .295 is close to the value of R square and this shows that there will be actual effect of independent variables on the dependent variable.

Table 10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.285	3	8.762	40.090	.000 ^b
	Residual	60.539	277	.219		
	Total	86.825	280			

The F-statistics is examined from the ANOVA table as the overall significance of the regression model is depicted through F-statistics and it is examined by comparing the value of calculated f-statistics with a standard vale. The value of significance below 0.05 shows that the model is

significant and for this regression model, the value of significance is $0.00 < 0.05$ which means that all three independent variables of discrimination will impact the employees' satisfaction and performance.

Table 11: Coefficients²

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.724	.243		2.978	.003
	GD	-.074	.052	-.075	-1.432	.153
	AD	-.463	.057	-.414	-8.084	.060
	RD	-.243	.039	-.323	-6.262	.000

The change in the dependent variable with a 1 unit change in the independent variable is shown by the value of B. The value of B for Gender-based Discrimination is -0.74 which means that with one unit change increase in Gender-based Discrimination the employees' satisfaction and the performance will be reduced by 0.74 units. The value of significance is $0.153 > 0.05$ which shows an insignificant relationship. The value of B for Age-based Discrimination is -0.46 which means that with one unit change increase in Age-based Discrimination the employees' satisfaction and performance will be reduced by 0.46 units. The value of significance is $0.06 > 0.05$ which shows insignificant relationship. The value of B for Race-based Discrimination is -0.24 which means that with one unit change increase in Race-based Discrimination the employees' satisfaction and performance will be reduced by 0.24 units. The value of significance is $0.000 < 0.05$ which shows the significant relationship between Race-based Discrimination and employees' satisfaction and performance

DISCUSSION

A negative but insignificant relationship has been found between gender-based discrimination and employees' satisfaction and performance and the results are in line with the findings of Bui and Permpoonwiwat (2015). The results showed that gender-based discrimination has been reducing in Thailand due to attainment of education by the female population of the country. The relationship between age-based discrimination and employees' satisfaction and performance is also found to be negative but insignificant. The insignificance of the relationship is due to the absence of this type of discrimination in pharmaceutical industry of Thailand and this is because of the government of Thailand has serious constitutional regarding protecting people of all age groups. Lastly the impact of race-based discrimination on employees' satisfaction and performance is found to be negative and significant that is in line with the findings of Draper and Kamnuanisilpa (2016) stating that a high level of race-based discrimination has been observed in Thailand and the racism the level is increasing continuously. The results are also in line with Tesfaye (2014) stating that the productivity and value of employees within the organization impact their satisfaction and performance that is directly affected by discrimination.

CONCLUSION

From the study, it has been found that discrimination is a necessary part of any organization and is found in different parts in organizations globally. The discrimination all types affect the level of satisfaction and performance of employees because of decreased productivity and increased stress level. There are multiple factors that can be the reason of discrimination at the workplace. First of all, negative thinking about individuals from a different group can lead to discrimination. Moreover, the lack of knowledge and training of employees results in a lack of awareness of discrimination laws.

The first most prevalent type of discrimination is based on gender that occurs when the preference is given to male employees. The impact of gender-based discrimination for this research, however, is found to be insignificant because the literature shows that the gender-based discrimination at pharmaceutical companies in Thailand is minimal. Another form of discrimination discussed in this research study is discrimination based on the factor of age. This type of discrimination means differentiated behaviour with employees based on their age group. Both the younger or older employees can be treated differently, however, the older people face discrimination in most of the cases. The impact of age-based discrimination on employees' satisfaction and performance is found to be negative but insignificant for this research study which shows that employees are not feeling discriminated based their age factor. This is clearly due to the strict laws of the government of Thailand.

The last type of discrimination considered in this study is discrimination based on racism. The employees can be treated differently due to their ethnic background, religion, or colour. The impact of race-based discrimination for this study is found to be negative and significant which means that there is discrimination based on racism in the pharmaceutical sector of Thailand and its needs to be avoided through policies from the government and the government of Thailand is already striving to eliminate discrimination from workplaces.

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