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Türkiye, Philippines, Nigeria, Morocco, Romania, Albania, Portugal, Poland, Azerbaijan, Kazakhistan, Uzbekistan, Pakistan, Algeria, India, North Macedonia, Taiwan, Namibia, Spain.

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PROF. DR. PAPATYA KARAKURT
PROF. DR. GHEORGHE GIURGIU

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MAY 28-30, 2025

BUCHAREST, ROMANIA & ZOOM, VIRTUAL

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THE IMPACT OF PREJUDICE ON INDIVIDUAL JOB PERFORMANCE AMONG PUBLIC EMPLOYEES: A STUDY AT THE KAYSERI PROVINCIAL DIRECTORATE OF AGRICULTURE

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ABSTRACT

This study aims to examine the effects of employee prejudice on individual job performance in public institutions, based on quantitative data collected from 219 personnel employed at the Kayseri Provincial Directorate of Agriculture. Data was obtained using a structured questionnaire composed of three sections. The first section included demographic information, the second assessed levels of prejudice, and the third evaluated perceived job performance. All items were rated using a 5-point Likert scale. Four main hypotheses were tested in the study. In line with the findings, Hypothesis 1 (H1) – suggesting that as prejudice increases, job performance decreases – was tested using Pearson correlation analysis. A statistically significant and negative relationship was found between the statement *"I feel I cannot work effectively with individuals who do not share my values"* and *"I can work effectively with people who hold different views"* ($r = -0.225$, $p = 0.001$). Moreover, the perception of *institutional favoritism* showed strong and negative correlations with all performance subdimensions (r ranging from -0.319 to -0.402, $p < 0.01$). These results indicate that higher levels of prejudice adversely affect subjective job performance. Hypothesis 2 (H2), which posits that demographic variables influence prejudice, was tested through correlation and one-way ANOVA analyses. Statistically significant positive correlations were found between *age* and the items *"I believe younger employees lack experience"*, *"I judge colleagues based on their past experiences"*, and *"I believe certain groups are favored within the institution"* ($r = 0.341$, 0.227, and 0.169; $p < 0.05$). A one-way ANOVA revealed a statistically significant difference in prejudice levels between participants with a high school education and those with a master's degree ($p = 0.004$), suggesting that higher education levels are associated with lower prejudice. Additionally, independent samples t-tests indicated statistically significant differences between male and female respondents on some prejudice

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items. Hypothesis 3 (H3), which expected a negative relationship between prejudice and manager-rated job performance, was not supported. Contrary to expectations, a positive and significant correlation was found between *'' I think that my personal biases do not affect my job performance.''* (perception of favoritism) and the item *"I act with a strong sense of responsibility in my job"*, as rated by supervisors ($r = 0.402$, $p < 0.01$), which contradicts the hypothesis. Hypothesis 4 (H4) tested whether perceptions of organizational communication mediate the relationship between prejudice and job performance using a hierarchical multiple regression model. In the first model, prejudice alone was a significant predictor of performance ($\beta = 0.176$, $p = 0.009$). However, when communication was added to the model, its effect was statistically nonsignificant ($p = 0.483$), and the increase in explained variance was minimal (R^2 change = 0.002), indicating no mediating effect.

In conclusion, the findings demonstrate that prejudice among public employees influences interpersonal relations and perceived job performance. Individuals with higher levels of prejudice tend to perform poorly in coping with diversity, adapting to teamwork, and engaging in effective collaboration. These findings highlight organizations' need to implement inclusive, diversity-oriented, and communication-driven cultural policies.

Keywords: Prejudice, Job Performance, Social Psychology.