

UNIVERSITY OF EDUCATION, WINNEBA

**WORKPLACE DISCRIMINATION AND ITS IMPACT ON EMPLOYEES'
PERFORMANCE: PERCEPTIONS OF PRIVATE SECTOR WORKERS IN
GHANA**

ABIGAIL OPOKU

MASTER OF BUSINESS ADMINISTRATION

2021

UNIVERSITY OF EDUCATION, WINNEBA

**WORKPLACE DISCRIMINATION AND ITS EFFECTS ON EMPLOYEES'
PERFORMANCE: PERCEPTIONS OF PRIVATE SECTOR WORKERS IN
GHANA**

**ABIGAIL OPOKU
(200021423)**

**A Dissertation in the Department of Management Sciences,
School of Business, submitted to the School of
Graduate Studies, in partial fulfillment of the
requirements for award of the degree of
Master of Business Administration
(Organization and Human Resource Management)
in the University of Education, Winneba**

NOVEMBER, 2021

DECLARATION

Student's Declaration

I, **Abigail Opoku**, declare that this work except for quotations and references contained in published works that have all been identified and duly acknowledged, is entirely my original work, and it has not been submitted either in part or whole for another degree anywhere.

Signature:

Date:

Supervisor's Declaration

I, hereby declare that the preparation and presentation of this work were supervised in accordance with the guidelines for the supervision of dissertations as laid down by the University of Education, Winneba.

Mr. Isaac Nyarko Adu

Signature:

Date:

DEDICATION

This work is dedicated to my husband, children and Mother, Dr David Naya Zuure, Yensom Kwadwo Zuure, Yenbon Kwadwo Zuure, Yentet Kwadwo Zuure and Madam Gladys Tawiah.

ACKNOWLEDGEMENTS

I would like to express my gratitude to my supervisor Mr. Isaac Nyarko Adu, for his enthusiasm, patience, insightful comments, helpful information, practical advice, immense knowledge, profound experience, and unceasing ideas that have helped me tremendously in making this work a success. He consistently allowed this paper to be my work, by steering me in the right direction whenever he thought I needed it. I couldn't have imagined having a better supervisor in my study.

I would also like to thank Michael Kyei-Frimpong (ACIHRM) who without his passionate participation and input, the survey could not have been successfully conducted.

Finally, I must express my very profound gratitude to my husband, Dr. David Naya Zuure, and to my mother, Madam Gladys Tawiah not forgetting Mrs. Hannah Annan and Felicity Offei-Gyekyi who have supported me throughout the entire process, both by keeping me harmonious and helping me put pieces together. This accomplishment would not have been possible without them.

Thank you all for your encouragement!

TABLE OF CONTENTS

Content	Page
DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the study	1
1.2 Statement of the Problem	3
1.3 Purpose of the Study	4
1.4 Objective of the study	5
1.5 Research Question	5
1.6 Research Hypothesis	5
1.7 Significance of the study	6
1.8 Delimitations of the Study	6
1.9 Organizations of the Study	6
CHAPTER TWO: LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Theoretical Framework	8
2.1.1 Social Identity Theory	8
2.2 Conceptual Review	9
2.2.1 The concept of workplace discrimination	9
2.2.1.1 Types of Workplace Discrimination	10

2.2.1.1.1 Direct Discrimination	10
2.2.1.1.2 Indirect Discrimination	12
2.2.1.1.3 Harassment	13
2.2.1.1.4 Victimization	14
2.2.1.2 Nature of Workplace Discrimination	15
2.2.1.3 Causes of Workplace Discrimination	16
2.2.1.3.1 Retaliation	16
2.2.1.3.2 Gender Discrimination	17
2.2.1.3.3 Racial Discrimination	19
2.2.1.3.4 Disability Discrimination	20
2.2.1.3.5 Age Discrimination	21
2.2.1.4 Legal Remedies to Workplace discrimination	23
2.2.1.5 Eliminating discrimination in the Ghanaian Workplace	27
2.2.2 The Concept of Employee Performance	31
2.2.3 Empirical Review	33
2.3.1 Impact of Perceived Discrimination on Work Attitudes and Behaviour	33
2.2.3 Impact of Discrimination on a Person's Physical Health	37
2.4 Conceptual Framework	40
CHAPTER THREE: RESEARCH METHODOLOGY	41
3.0 Introduction	41
3.1 Research Approach	41
3.2 Research Design	41
3.4 Study Population	43
3.5 Sample and Sampling Techniques	43
3.6 Sources of Data and Collection Procedure	44
3.7 Data Collection Instrument	45

3.9 Data Analysis	46
3.10 Ethical Issues	47
CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF FINDINGS	48
4.0 Introduction	48
4.1 Respondents Demographic Information	48
4.2 Reliability	50
4.3 Employees' Perceptions on the Nature of Workplace Discrimination	51
4.4 Relationship between Workplace Discrimination and Employee Performance	53
4.5 Impact of Workplace Discrimination on Employee Performance	55
4.6 Testing of Hypothesis	57
4.6.1 Impact of Racial Discrimination on Employee Performance	57
4.6.2 Impact of Gender Discrimination on Employee Performance	57
4.6.3 Impact of Disability Discrimination on Employee Performance	58
4.6.4 Impact of Age Discrimination on Employee Performance	58
4.6.5 Impact of Ethnic Discrimination on Employee Performance	59
4.7 Discussion of Findings	60
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS	64
5.0 Introduction	64
5.1 Summary of Findings	64
5.2 Conclusions	65
5.3 Recommendations for Practice	66
5.4 Recommendations for Future Studies	67
REFERENCES	68
APPENDIX	73

LIST OF TABLES

Table	Page
4.1: Respondents Demographic Information	49
4.2: Reliability Statistics of Study Construct	50
4.3: Employees' Perception on the Nature of Workplace Discrimination	52
4.4: Correlational Analysis among Study Construct	54
4.5: Regression Analysis Workplace Discrimination on Employee Performance	56

LIST OF FIGURES

Figure	Page
2.1: Conceptual Framework	40

ABSTRACT

The study examined the effect of workplace discrimination on the performance of employees in selected private companies in Ghana. The study adopted the quantitative approach and descriptive research design using randomly sampled 123 members from the population size. Structured questionnaires were used to obtain data from the respondents and processed using the IBM SPSS Statistics version 24. Using the mean, standard deviation scores, and Pearson product-moment correlation matrix, and multiple regression analysis, the findings of the study revealed that the respondents agreed that disability discrimination had the highest mean with standard deviation, followed by gender discrimination. The findings of the study also revealed that the respondents were of the opinion that they stand to be neutral. Thus, racial discrimination had the highest mean with standard deviation followed by age discrimination and finally, ethnic discrimination. In furtherance of the study revealed that there is a significant negative relationship between racial discrimination and employee performance. Correspondingly, the results of the study showed a significant negative relationship between gender discrimination and employee performance. The results revealed that there exists a significant negative correlation between disability discrimination and employee performance, similarly, the results show an insignificant positive relationship between age discrimination and employee performance, and finally, the results revealed that there is a significant negative relationship between ethnic discrimination and employee performance. In furtherance, the results of the study revealed that racial discrimination significantly and negatively predicts employee performance. Finally, the results of the study revealed that ethnic discrimination insignificantly and positively predicts employee performance. The study recommends that human resource managers should be careful while hiring and promoting employees and providing facilities to employees in order to avoid any workplace discrimination because it has a direct relationship with employee performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

All organizations are set up to achieve expected goals. These goals can be fully achieved with the optimal utilization of available resources like men, materials, machines, and money. It is worthy to note that employee, which is a resource for any organization plays an important role in harnessing all other resources. It is in line with this, that scholars have sought to understand the ways in which the efficiency of employee_s performance can be bolstered over time due to their germane nature (Olajide, 2014). Ideally, a workplace that has diversities benefits from creativity and innovations that result from the variety of talents in that workplace. As the average person spends one-third of his or her life in the workplace, it's essential that the working environment is healthy. Discrimination at work includes any ~~d~~-distinction, exclusion or preference which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation (Alajide, 2014). Discrimination occurs when a person is treated less favorably than others because of characteristics that are not related to the person's competencies or the inherent requirements of the job.

Enterprises should respect the principle of non-discrimination throughout their operations. Enterprises should equally make qualifications, skill, and experience the basis for the recruitment, placement, training, and advancement of their staff at all levels, and encourage and support suppliers to do likewise. Human Resource Managers face challenges while attempting to provide equal opportunities for all employees in the workplace (Denissen and Saguy, 2014).

According to the provisions of Article 17(3) of the 1992 Constitution of Ghana, to discriminate means ‘to give different treatments to different persons attributable only or mainly to their respective descriptions by race, place of origin, political affiliations, color, occupation, religion/creed, whereby persons of one description are subjected to disabilities or restrictions to which persons of another description are not made subjects or are granted privileges or advantages which are not granted to persons of another description’. Looking from this description as contained in the 1992 Constitution of Ghana, it actually justifies that all persons must have the same privileges and be treated equally not only at the workplace but anywhere group of people of the same class, status, or description are found. Discrimination is one of the most controversial phenomena to challenge the Human Resources (HR) function in the workplace. It has been discussed in depth by sociologists, politicians, and lawyers and remains a topical issue. Despite advances, workplace discrimination persists and continues to be experienced by workers in the contemporary work space (Goldenhar *et al.*, 19980).

The role of employees in an organization cannot be overemphasized, as increased organizational efficiency can be achieved if there is proper management and equality of the workforce which would subsequently increase profitability. The fact remains that companies who fully realize the potential of their workforce, not only benefit from the reduced cost of recruiting new personnel, but also motivate their workforce to maximize their potential (Tesfaye, 2010). Similarly, Channer, Abbassi, and Ujan (2011) explained that employee performance constitutes the lifeline of any institute and as such there should be the adequacy of training, development, motivation, and maintenance of these employees.

In recent times, as businesses begin to go global and with high intensity of labor mobility, employees are bound to operate in an organization with a diverse workforce in terms of age, gender, ethnicity, religion, etc. hence, it is important that these differences in the work environment are been managed properly in a way void of discrimination in other that all employees will be satisfied. Managing diversity is very essential for any organization, especially in this era of globalization. Managing diversity is required to close the unfair discrimination and thus enable employees to compete on an equal basis (Dwomoh & Owusu, 2012).

This work, therefore, focuses on discrimination in the workplace and its effects on employee performance in private companies in Ghana. This is important because, it is evident that discriminations demotivate employees and reduces possible job satisfaction (Denissen & Saguy, 2014).

1.2 Statement of the Problem

Discrimination at work has come a long way despite decades of activism, legislation, and human resources programmes to counter it and to promote an appreciation of diversity. Workplace discrimination occurs in everyday activities such as task assignments, informal mentoring, and performance appraisals (Butt & O'Neil, 2004). The problems in the workplace arising from discrimination are clearly evident to everybody. Any business that intends to be successful must have a borderless view and an underlying commitment to ensuring that workforce diversity is part of its day-to-day business conduct (Childs, 2005). Besides, understanding the impacts of diversity on organizational outcomes, such as organizational performance, employee satisfaction, and turnover, has become essential (Sungjoo & Rainey, 2010). The ways to eliminate discrimination in the workplace have not yet been fully identified,

although there have been several attempts made by organizational leaders and the business profession also are caught up in conflicting solutions for the elimination of workplace discrimination (Hemphill & Haines, 2009).

Where workplace discrimination is practiced, employees suffer retaliation for opposing them or for reporting violations to the authorities, this organizational vice is most common in our part of the world, that is, Africa and most especially Ghana in particular. Discrimination results in and reinforces inequalities and could result in poor morale of the employee, high turnover, poor commitment, and subsequently result in a negative impact on the organizational performance. The freedom of the employee to develop their capabilities and to choose and pursue their professional and personal aspirations is restricted, skills and competence cannot be developed, rewards to work are denied and a sense of humiliation, frustration, and powerlessness takes over (Olsen, 2004). With the increasing unemployment issues, there seems to be an upsurge of discrimination in the country which poses a serious danger in the effective discharge of employees' duties. Therefore, this work examined employees' perspectives on the nature of workforce discrimination and its effect on employees' performance in private companies in Ghana.

1.3 Purpose of the Study

The purpose of the study was to examine employees' perspectives on the nature of workplace discrimination and its effects on employees' performance in Ghana.

1.4 Objective of the study

The study sought to achieve the following objectives:

1. To examine employees' perceptions of the nature of workplace discrimination in private companies in Ghana.
2. To establish the relationship between workplace discrimination and employees performance
3. To assess the employees' views on the impact of workplace discrimination on employees' performance in private companies in Ghana.

1.5 Research Question

The study was guided by the following research questions:

1. What are employees' perceptions of the nature of workplace discrimination in private companies in Ghana?
2. What is the relationship between workplace discrimination and employee performance?
3. What is the impact of workplace discrimination on employees' performance in Ghana?

1.6 Research Hypothesis

- H1 - There is a significant negative effect of racial discrimination on the performance of employees in private companies in Ghana.
- H2 - There is a significant negative effect of gender discrimination on the performance of employees in private companies in Ghana.
- H3 - There is a significant negative effect of disability discrimination on the performance of employees in private companies in Ghana.

H4 - There is a significant negative effect of age discrimination on the performance of employees in private companies in Ghana.

H5 - There is a significant negative effect of ethnic discrimination on the performance of employees in private companies in Ghana.

1.7 Significance of the study

The findings of the study will help the administration of private companies in Ghana to have fore knowledge on the effects of workforce discrimination. Even though job satisfaction and equal treatment of employees does not necessarily bring about better performance and productivity; however, the reverse affects the work environment negatively. Keeping employees satisfied is one method of keeping companies productive. Moreover, motivating workers with more responsibility and challenge make workplaces healthier. The findings of the study will be beneficial to private companies in identifying various plight of the worker during promotions. The study will unveil the root causes of various workforce discrimination and their impact on the institution. The findings of the study will help victims of workforce discrimination to know the available legal remedies. The findings of the study can be used as reference material in further studies by other researchers.

1.8 Delimitations of the Study

The study was delimited to workplace discrimination and its effects on employee performance. The study was confined to private companies in Ghana only.

1.9 Organizations of the Study

This study was organized into five chapters. Chapter one covered the background of the study, problem statement, the purpose of the study, objectives of the study, research questions, the significance of the study, and delimitation of the study.

Chapter two presented workplace discrimination and its effects on employee performance. Chapter three looked at the methodological framework of the study covering research approach and design, types and sources of data, sampling techniques, size, and procedures for collection and analysis of data. Chapter four entails the analysis of data and generated results from the analysis and finally, chapter five of the study presented the findings of the research study and draws a conclusion. Answers to specific objectives of the research are discussed in this chapter and recommendations are made based on the summary findings and analysis of data.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature in relation to workplace discrimination and its effects on employee performance. It is a challenge for organizations not only to manage diversity effectively by implementing fair policies and reinforcing appropriate managerial behaviors but also to pay attention to their employees' perceptions of discrimination.

2.1 Theoretical Framework

2.1.1 Social Identity Theory

One main approach, social identity theory, maintains that individuals categorize themselves and others into distinct groups based on shared salient characteristics, such as personal demography (Tajfel & Turner, 1985). Perceived discrimination is an individual's perception that he or she is treated differently or unfairly because of his or her group membership (Mirage, 1994; Sanchez & Brock, 1996).

Furthermore, when individuals feel they are mistreated because of their group membership, they often feel alienated and angry, which can result in negative work-related behaviours. Social identity theory is a useful framework for defining perceived discrimination, but it is important to recognize that an individual's identification with a particular group is not limited to demography and does not occur in isolation. Additional aspects of group membership and the environmental context (that is, the organization) must be considered as well.

Intergroup theory (Alderfer, Alderfer, Tucker, and Tucker, 1980) and embedded intergroup theory (Thomas and Alderfer, 1989) take into account these considerations.

Intergroup theory suggests that two types of groups exist in organizations: identity groups and organizational groups. Social theories such as egalitarianism assert that social equality should prevail. In some societies, including most developed countries, each individual's civil rights include the right to be free from government-sponsored social discrimination.

Due to a belief in the capacity to perceive pain or suffering shared by all animals, "abolitionist" or "vegan" egalitarianism maintains that the interests of every individual (regardless its species) warrant equal consideration with the interests of humans and that not doing so is speciesist (Singer, Peter (1999)). For example, one's identity group may include individuals with similar demographic characteristics, such as race, gender, or age, whereas one's organizational group may include individuals who share similar tasks, hierarchical status, or function. According to this perspective, individuals are constantly trying to balance the competing demands and expectations based on membership in their identity and organizational groups (Hough *et al.*, 2001).

2.2 Conceptual Review

2.2.1 The concept of workplace discrimination

Discrimination is the act of making unjustified distinctions between human beings based on the groups, classes, or other categories to which they are perceived to belong. People may be discriminated against on the basis of race, gender, age, religion, or sexual orientation, as well as other categories. Discrimination especially occurs when individuals or groups are unfairly treated in a way that is worse than other people are treated, on the basis of their actual or perceived membership in certain groups or social categories. It involves restricting

members of one group from opportunities or privileges that are available to members of another group.

2.2.1.1 Types of Workplace Discrimination

Discrimination at the workplace has different characterizations. Some of the types of workplace discrimination are discussed as follow:

2.2.1.1.1 Direct Discrimination

Direct discrimination is where somebody has been treated differently or worse than another employee due to an underlying reason. These underlying reasons may be someone's age, race, religion, or beliefs. An example is if an older employee is not allowed to work as part of a social media marketing team because they are considered too old to understand the concepts, despite having the same level of expertise as younger employees (SY Ortiz, 2009).

Direct discrimination can also occur when you pay someone less than other employees for no good reason, you select particular workers for redundancy based on protected characteristics, you don't make reasonable adjustments for a disabled worker, you sack someone for making allegations of discrimination or you unfairly reject a request for flexible working from a new parent. Individuals who bear various types of stigmas (Goffman, 1963) are often the target of unfair discrimination in work organizations (Stone, Stone, & Dipboye, 1992).

Direct Discrimination may occur if, for example an institution only shortlists male job applicants for an interview because they assume women will not fit in, an institution refuses to let a student go on a residential trip because they are a wheelchair-user, an institution does not offer a training opportunity to an older member of staff because

they assume that they would not be interested, and the opportunity is given to a younger worker (Equality Act 2010).

This discrimination results when decision-makers use data from invalid measures (e.g., pre-employment tests) or observations (e.g., age, attractiveness, disability, race, and sex) as a basis for making decisions about who will and will not be offered one or more desirable outcomes (e.g., jobs, training, mentoring, promotions). This type of discrimination is extremely important because a considerable body of research shows that individuals in various social categories (e.g., racial minorities, females, disabled, unattractive, homosexual) experience a host of problems in the workplace that are unrelated to their actual or predicted job performance (Stone *et al.*, 1992).

Direct discrimination is split into three separate categories. The categories include:

- Ordinary direct discrimination. Where somebody is treated differently because of a protected characteristic. It's the only type of direct discrimination which may be lawful, but only if it is 'objectively justifiable' (Britton & time, 2020).
- Direct discrimination by association. Where somebody is treated differently because of a protected characteristic possessed by someone with who they are associated with. Examples are a friend who is a fellow work colleague. Where a person does not have a protected characteristic themselves but is treated less favorably because of their relationship with someone who does e.g., the parent of a disabled child. Discrimination based on the association can also occur if, for example a student, whose child has attention deficit hyperactivity disorder, is refused access to a graduation ceremony because of fears about the child's behavior an employee is overlooked for promotion because their partner has undergone gender reassignment (Britton & time, 2020).

- Direct discrimination by perception. People are treated differently because of a protected characteristic, other people think they possess, regardless of whether the perception is correct. Acting or behaving in a discriminatory way towards a person due to the belief that they have a protected characteristic, whether or not they have such a characteristic. Discrimination based on perception can occur if, for example a mental health and wellbeing officer refuses to work with a student because they believe the student to be gay, irrespective of whether the student is gay or not (Britton & time, 2020).

2.2.1.1.2 Indirect Discrimination

Indirect discrimination occurs when certain rules or regulations put certain staff members at a disadvantage. A practice or policy or action which may at first appear neutral in its operation, but at closer examination disproportionately and adversely affects persons with a protected characteristic. For example, if you insist all workers should work Sundays, this could be seen as discriminating against Christians who consider it a day of worship (Welle & Heilman, 2005).

Indirect discrimination is a less obvious type of discrimination than direct discrimination and is usually unintentional. An employer requires staff to commit to working from 8pm to 11pm every evening. This has a disproportionately adverse effect on women, who are more likely to be primary carers of children and therefore unable to meet the requirement. It will be indirectly discriminatory unless it can be objectively justified. A practice, policy, or action will be objectively justified if it is a proportionate means of achieving a legitimate aim.

To be legitimate, the aim must be genuine and not discriminatory in itself. To be proportionate, the requirement must be appropriate and necessary and be fairly

balanced against the disadvantage it creates. Indirect discrimination occurs when a plan or rule is put in place, which isn't discriminatory but puts people with specific characteristics at a disadvantage. An example may be setting a minimum height requirement for a job where height is not relevant. This example discriminates against women (and some specific ethnic groups) who are generally shorter than men (Gelfand et al, 2007).

2.2.1.1.3 Harassment

Harassment is when somebody is conveying negative behaviors towards a fellow employee. Harassment is a violation of somebody's dignity or creating a toxic working environment for that person. Bullying, nicknames, gossiping, and inappropriate questions can all be forms of harassment to humiliate, intimidate or exclude someone (Pryor *et al.*, 1993). The EEOC specifically calls out harassment as a form of discrimination that violates three laws—the Civil Rights Act of 1964, the ADEA, and the ADA.

Harassment is illegal when “offensive conduct” becomes a part of a person's continued employment, or when the offensive conduct is considered “intimidating, hostile, or abusive.” Anti-discrimination laws also forbid harassment as retaliation against a person who files, testifies, or participates in the investigation of discrimination charges (Hulin et al, 1996). When questioned, it's not a defense for the harasser to say that they didn't mean their behaviour to offend (Pryor *et al.*, 1993). With harassment, the victim's feelings towards the action are more important than how the harasser saw the conduct.

2.2.1.1.4 Victimization

Victimization is where somebody becomes a victim of harmful behaviour because they have done (or because it's suspected that they have done or may do) one of the following things in good faith, Made an allegation of discrimination, Supported a complaint of discrimination, Gave evidence relating to a complaint about discrimination, Raised a grievance concerning equality or discrimination, Did anything else for (or in connection with) the Equality Act, such as bringing an employment tribunal claim of discrimination.

Physical violence, sexual assaults, and psychological, economic, and emotional abuses can all be categorized under the construct of victimization (Fine & Cronshaw, 1999). a student alleges that they have encountered racism from a tutor, and as a result, they are ignored by other staff members, a senior member of staff starts to behave in a hostile manner to another member of staff who previously supported a colleague in submitting a formal complaint against the senior manager for sexist behavior, an employer brands an employee as a 'troublemaker' because they raised a lack of job-share opportunities as being potentially discriminatory (Konrad & Linnehan, 1995).

Depending on the age of the victim and the perpetrator these types of victimization can be classified as childhood maltreatment, where the victim is a child or adolescent and includes physical, sexual, psychological, and/or emotional abuse as well as neglect (lack of provision for the individual's physical and emotional needs by their caregiver) perpetrated by an adult (Welle & Heilman, 2005).

By reporting this type of behaviour, you could be a victim to victimization through being labeled a 'troublemaker', being left out and ignored, being denied a promotion,

or being made redundant. However, you don't need to fear victimization because you're protected by the Equality Act 2010.

2.2.1.2 Nature of Workplace Discrimination

Everyone has the right to work in an environment that is free from discrimination. Discrimination on the basis of race, gender, age, religion Race, color, national extraction or social origin, Sex, gender identity or sexual orientation, Age, Physical, intellectual, mental or psychiatric disability, Pregnancy or potential pregnancy, Marital status, relationship status and family or career's responsibilities, Religion, Political opinion, Trade union activity (or other protected attributes) violates someone's right to be treated with respect, dignity, and fairness. Discrimination in the workplace is based on certain prejudices and occurs when an employee is treated unfavorably because of gender, sexuality, race, religion, pregnancy, and maternity or disability (Gelfand *et al.*, 2007).

Discrimination can damage the affected person's wellbeing, work performance, and job security, and it can be destructive to a business by creating a negative workplace culture. It can expose an employer business to direct liability, where the business engaged in the discrimination, or vicarious liability for the discrimination engaged in by one of their employee's where the employer cannot show that they (the employer) took reasonable steps to prevent that discrimination from happening (Son Hing & Zanna, 2010). If you treat someone differently because they possess different characteristics to other members of staff you could be acting unlawfully. Direct discrimination occurs when someone is treated less favorably than other employees. For example, the employee has the qualifications to do the job but you turn them down because you think they might want to start a family soon.

2.2.1.3 Causes of Workplace Discrimination

The 1992 Constitution of Ghana and the Labour Act, 2003 (act 651.4.87) protect employees from discrimination based on their age, race, color, religion, sex, disability, or national origin. Even though employees are protected under these legal documents, unfortunately, some employers violate these rules, resulting in employment discrimination. There may be occasions when employers may not recognize that they are violating any discrimination rules. Whether these violations are inadvertent or not, they are caused by some factors. Some of these factors include:

2.2.1.3.1 Retaliation

With this type of employment discrimination, an employer takes action against an employee for either filing an employment discrimination claim or acting as a whistleblower. These claims usually consist of negative acts with things such as hiring, firing, change in pay, promotions, demotions, or other terms of employment (Ceci *et al.*, 2009). Retaliation is illegal in the workplace, especially when an employee is trying to improve their working conditions, or in the event that they have filed a legitimate complaint (Hakim, 2006).

Retaliation Discrimination is far and away from the most common type of discrimination. This explains why employees are so often reticent to complain about mistreatment whether it involves wage and hour disparity, lack of promotion, unpleasant environment, bullying, or harassment. Most employees believe that the human resources department is there to help employees and are shocked to later find out that human resources are involved in the later retaliation of them (Sapphire, 2019). The human resources personnel work for the employer and therefore, should not be trusted. When you fear that reporting unfair treatment will expose you to

retaliation, it is important for you to contact an employment discrimination lawyer to support you. Oftentimes, retaliation will come in the form of wrongful termination, so it is important to understand if you have been wrongfully terminated due to retaliation (Baker, 2002)

2.2.1.3.2 Gender Discrimination

Gender discrimination is defined as discrimination based on one's gender, or sex, resulting in unequal treatment when it comes to hiring, promotion, salaries, working conditions, as well as sexual harassment (Acker, 1990). This is perhaps one of the most common types of employment discrimination cases. These cases typically consist of an applicant or employee who was treated unfavorably due to his or her sex (Glass, 2004).

Women and men are treated differently in the workplace. Sometimes, women are treated less favorably than men. Other times women are treated more favorably than men. Although male and female employees may come to the workplace with some preexisting gender differences that provide reasonable explanations for the differential treatment they receive, often differences in the treatment of men and women are linked to the inaccurate perception of differences (Cleveland, Stockdale, & Murphy, 2000). For this reason, it is important to document the kinds of gender discrimination that occur in the workplace and the kinds of psychological processes that contribute to gender discrimination at work. Wayne (1995) says that no law has ever attempted to define precisely the term 'discrimination', in the context of the workforce, it can be defined as the giving of an unfair advantage (or disadvantage) to the members of the particular group in comparison to the members of another group. Narrating the decisions of the courts, Ivancevich (2003) writes that in interpreting Title VII of the

1964 Civil Rights Act and other laws, the United States' courts have held that both intentional (disparate treatment) and unintentional (disparate impact) acts of covered entities may constitute illegal employment discrimination.

Uzma (2004) found out that identity is created through society, environment, and parents. It is a two-way process - how people view you and how you view yourself. The attitude of parents towards their children formulate their identity. Parents usually consider their daughters as weak, timid, and too vulnerable; they need to be protected by the male members of society. Because of this reason females cannot suggest or protest (Martell *et al.*, 1996). This is the first step of subjugation and suppression. According to her; even educated females have a double identity – professional and private. Another finding of her research was that the income of the women is not considered as the main financial source for the family but as supplementary to the income of their males. She also found that those results were not valid for the upper and advanced families, where complete freedom is given to their females (Hough *et al.*, 2001).

However, women are not only victims of gender discrimination, but men can be as well. Whether it may be in the form of discriminatory job standards or unfair pay, men are also experiencing gender discrimination in today's workplace too. Many women may also quit their jobs following childbirth to raise their children, and this is likely to affect their pregnancy planning decisions (Heilman & Okimoto, 2008). Widespread fear of discrimination by employers against pregnant women, new mothers, and women with small children has been associated with women's decisions to postpone or refuse childbearing. For example, in Poland, working women find it

difficult to give birth unless there is a *babcia* (grandmother) who is available and willing to provide childcare (Ostroff *et al.*, 2012).

Gender discrimination is not a new concept, as it has been around for quite some time. And while in today's world, women have the ability to be as equally as successful as men, there are still things that certain genders may experience due to outdated and age-old thoughts on gender equality (Schneider, 1975). Understanding Gender Discrimination Laws as with other types of workplace discrimination, there are laws in place to protect men and women from gender discrimination. Title VII of the Civil Rights Act of 1964 protects men and women from gender discrimination, making it illegal from occurring in the workplace. With this law, employers are prohibited from refusing to hire, promote, or terminate an employee based on their gender, as well as prohibited from depriving an employee of other employment opportunities due to their gender.

The Sex Discrimination Act 1984 prohibits harassment in the workplace by employers, co-workers, and other "workplace participants", such as partners, commission agents, and contract workers. Sexual harassment is broadly defined as unwelcome sexual conduct that a reasonable person would anticipate would offend, humiliate or intimidate the person harassed.

2.2.1.3.3 Racial Discrimination

With these discrimination cases, an applicant or employee is treated unfavorably due to his or her race or has been harassed due to their race. The Racial Discrimination Act 1975 (RDA) makes it unlawful to discriminate against a person because of his or her race, color, descent, national origin or ethnic origin, or immigrant status. Racial discrimination pervades every aspect of the society in which it is found. It is found

above all in attitudes of both races, but also in social relations, in intermarriage, in a residential location, and, frequently, in legal barriers. It is also found in levels of economic accomplishment; that is, income, wages, prices paid, and credit extended.

It is natural to suppose that economic analysis can cast light on the economic effects of racial discrimination. Those who discriminate at work, aware that they are breaking the law, typically do so subtly. Thus, a particular company may hire a “token” person of color but never give that person the respect he or she deserves not giving earned bonuses or promotions, for example, or not including the individual in meetings.

The RDA protects people from racial discrimination in many areas of public life, including employment, education, getting or using services, renting or buying a house or unit, and accessing public places. The Racial Discrimination Act 1975 prohibits offensive behaviour based on racial hatred. Racial hatred is defined as something done in public that offends, insults, or humiliates a person or group of people because of their race, color, or national or ethnic origin.

2.2.1.3.4 Disability Discrimination

The Americans with Disabilities Act (ADA) protects all disabled employees from discrimination based on their disability. If these employees are treated unfairly, have been denied accommodations, or have been harassed due to their disability, then they have a case for disability discrimination. The issue of workplace discrimination resulting from disability has not received nearly as much attention in the psychological literature as other forms of discrimination. There are many reasons for this lack of attention ranging from the recency of the Americans with Disabilities Act (1990) compared to other civil rights legislation, to problems with defining what actually constitutes a disability in both the legal and behavioral sense. Even though

most people voice support for treating those with disabilities equally, disabled individuals generally find it more difficult to get jobs and often experience discrimination in the workplace. Though very rarely does a disabled individual apply for a job for which her disability disqualifies her, employers are frequently unwilling to make the small accommodations necessary if they hire someone who is mobility- or hearing-impaired. Employers also feel that having a disabled employee doesn't fit their image a cruel and incorrect assumption (Sapphire, 2019).

It is illegal to harass an applicant or employee because he has a disability, had a disability in the past, or is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less) and minor (even if he does not have such an impairment). Harassment can include, for example, offensive remarks about a person's disability. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision such as the victim being fired or demoted (Wright & Lubensky, 2009).

The Disability Discrimination Act 1992 prohibits harassment in the workplace based on or linked to a person's disability or the disability of an associate. However, it is particularly imperative that we work to better understand disability discrimination in the workplace given what little change there has been in the employment status of persons with disabilities since the advent of the ADA (Wells, 2001).

2.2.1.3.5 Age Discrimination

Applicants and employees over the age of 40 are protected by the Age Discrimination in Employment Act (ADEA), which prohibits an employer from discriminating based

on age while hiring, firing, with pay changes, or with other terms of employment. With the aging of the U.S. workforce (U.S. Department of Labor, 2002), and evidence that age discrimination can lead to feelings of uselessness, powerlessness, and lower self-esteem (Butler, 1969; Cowgill, 1974; Hassell & Perrewe, 1993), we must continue to explore issues about age discrimination. In addition to demographic trends, there are several other societal changes that make the study of aging at work particularly important.

Organizations have been laying off employees in record numbers for the last 15 years (Cascio, 2002), challenging assumptions of job security for loyalty and hard work (Rousseau, 1995). Such changes may be particularly likely to adversely affect middle-aged and older workers who may have significant financial responsibilities, yet many more problems than younger workers getting re-employed (Bureau of Labor Statistics, 2002).

Many employers replace dedicated and loyal employees with longevity at the company because they can pay someone else a lesser salary and defray the costs of health insurance benefits because premiums are higher for an older workforce. Employers often replace older employees with younger ones stating that the company wants “fresh” and “innovative” perspectives. Age discrimination is almost always subtle with the employer typically complaining about performance or production (Sapphire, 2019).

Additionally, with decreasing management layers in organizations, fewer promotional opportunities are available for employees. Such restructuring may exacerbate career progression problems faced by older workers, particularly during this period of rapid technological changes when older workers are assumed to be less trainable (Maurer,

2001), and evidence of age norms that suggest older workers will be judged less favorably when compared with their younger counterparts (Lawrence, 1987, 1988). Furthermore, a recent survey of 340 executives showed that 61% believe that age discrimination is a greater problem today than it was just one year ago, and 35% reported encountering age discrimination in their most recent job search (Osei-Boakye, 2002)

Some managers ignore reported cases of discrimination in the workplace thus promoting the reoccurrence of the behavior. Besides, an organization that employs employees with a low level of education had problems with cases of discrimination. It was evident that poorly trained employees did not understand discriminatory laws (Kawakami & Dion, 1993). Unsupervised Leisure time was the cause of discrimination. It was apparent that employees sit in groups during free time to discuss issues that contribute to discrimination. For this reason, an organization needs to supervise employees during leisure time to reduce possible cases of discriminatory talks (Stangor *et al.*, 2003). The human resource managers contributed to the discrimination in ways such as salaries, task allocation, and promotions. It was evident employees with similar academic qualifications receive different amounts of salaries (van Zomeren *et al.*, 2008)

2.2.1.4 Legal Remedies to Workplace discrimination

According to the provisions of Article 17(3) of the Constitution of Ghana, to discriminate means _to give different treatments to different persons attributable only or mainly to their respective descriptions by race, place of origin, political affiliations, colour, occupation, religion/creed, whereby persons of one description are subjected to disabilities or restrictions to which persons of another description are not made

subjects or are granted privileges or advantages which are not granted to persons of another description'. Looking from this description as contained in the 1992 Constitution of Ghana, it actually justifies that all persons must have the same privileges and be treated equally not only at the workplace but anywhere a group of people of the same class, status, or description are found (Opcit, 2012, Labour Act, 2003 – ILO (International Labour Organization))

2.2.1.4.1 Equal Pay

The Constitution of Ghana, section 68 of the labour act, recognizes the right to fair remuneration and equal pay for work of equal value. In accordance with the Labour Act, every worker should receive equal pay for work of equal value without any discrimination (Labour Act, 2003, Act 651).

2.2.1.4.2 Non-Discrimination

In accordance with the Constitution of Ghana, all human being is equal before the law and no person can be discriminated against on any ground, including gender, race, colour, ethnic origin, religion, creed, or social or economic status.

The Labour Act adds disability and politics to the list of the protected classes. A person who discriminates against any person with respect to the employment or conditions of employment on the basis of gender, race, color, ethnic origin, religion, creed, social or economic status, disability, politics or because that other person is a member or an officer of a trade union is guilty of unfair labor practice. The Persons with Disability Act requires that no one should discriminate against, exploit or subject a person with a disability to abusive or degrading treatment. Employers are prohibited from discriminating against a prospective employee or an employee on grounds of

disability unless the disability is in respect of the relevant employment (Labour Act, 2003, Act 651).

A trade union or employers' organization is prohibited to discriminate in its constitution or rules against any person on grounds of race, place of origin, political opinion, colour, religion, creed, gender, or disability. An employer cannot compel a person, seeking employment or already in employment, to form or join a trade union or to refrain from forming or joining a trade union of his or her choice. The Chief Labour Officer does not register unions and organizations with discriminatory rules or constitutions (Labour Act, 2003, Act 651).

2.2.1.4.3 Equal Choice of Profession

Women can work in the same industries as men. No restrictions could be located in laws. Moreover, the Constitution allows citizens to choose any of the lawful occupations and does not place any restrictions. In accordance with article 41 of the Constitution, "the exercise and enjoyment of rights and freedoms are inseparable from the performance of duties and obligations, and accordingly, it shall be the duty of every citizen to work conscientiously in his lawfully chosen occupation".

2.2.1.4.4 Regulations on Fair Treatment

Labour Act, 2003, Workplace discrimination evokes powerful emotional responses as you are not treated fairly due to the very fiber of your being. Unfortunately, it's these powerful emotions that can cloud your judgment and cause you to slip up regarding your case. As a result, you must bring in a professional to ensure you get the justice you deserve.

Large companies have a duty of responsibility to ensure pay disparities between women and men are published for their workforce, but there is no obligation on a

legal basis and this is not applicable to all UK businesses (Fawcett Closing the inequality gap Women, 2009). What seems to be obvious is that in order to achieve equal pay there needs to be a legal requirement for the publication of all employees' salaries on a gender basis by all organizations each year (Fawcett Closing the inequality gap Women, 2009). However, this will also be a problem, as the place of women in the workplace is fragile, which makes them reluctant to challenge job sharing, flexible working hours, and sexual harassment; therefore, the workplace environment is likely to have a continuing culture of sex discrimination.

The other proposed change in the Equality bill is that when two candidates are being selected who are equally qualified, the employers have the right to adopt positive action¹ (Fawcett Closing the inequality gap Women, 2009). The intention of this change was to prevent underrepresented groups from being automatically selected, as the overriding principle of selecting candidates on merit should remain but demonstrated that the previous legal position had changed significantly (Fawcett Closing the inequality gap Women, 2009).

2.2.1.4.5 United Nations documents

Important UN documents addressing discrimination include:

- The Universal Declaration of Human Rights is a declaration adopted by the United Nations General Assembly on December 10, 1948. It states that: "Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinions, national or social origin, property, birth or another status."

- The International Convention on the Elimination of All Forms of Racial Discrimination (ICERD) is a United Nations convention. The Convention commits its members to the elimination of racial discrimination. The convention was adopted and opened for signature by the United Nations General Assembly on December 21, 1965, and entered into force on January 4, 1969.
- The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) is an international treaty adopted in 1979 by the United Nations General Assembly. Described as an international bill of rights for women, it came into force on September 3, 1981.
- The Convention on the Rights of Persons with Disabilities is an international human rights instrument treaty of the United Nations. Parties to the convention are required to promote, protect, and ensure the full enjoyment of human rights by persons with disabilities and ensure that they enjoy full equality under the law. The text was adopted by the United Nations General Assembly on December 13, 2006, and opened for signature on March 30, 2007. Following ratification by the 20th party, it came into force on May 3, 2008.

2.2.1.5 Eliminating discrimination in the Ghanaian Workplace

The level of pieces of training of the employees determines the knowledge of the laws. Ideally, an employee with high levels of education understands the value of diversity and the negative implications of discrimination in the workplace (Reavley *et al.* 2016). However, an employee with low levels of training supports the idea of discrimination because they do not understand the implications of their actions. The research showed that it is possible to stop discrimination in an organization. The strategies to reduce cases of discrimination includes formulation of policies that cover

all the employees equally, scrutinizing the employees well before they are offered jobs, and training the employees regarding the essence of diversity in the organizations (Ruggs *et al.* 2013).

According to Gill (2019), It is the role of the human resources managers to screen the employee well in the process of recruitment. Scrutinizing the employees helps to employ workers with adequate training and understand the discriminations laws. It is apparent that some of the employees practice discrimination because they do not understand the meaning of discrimination. For this reason, scrutinizing the employees to find out their levels of qualifications is a desirable practice that requires emphasis in the organization. What is clear is that discrimination can be reduced by efforts on the part of targets of discrimination. While we do not wish to imply that the burden of prejudice reduction should fall on the shoulders of targets of discrimination, we as scientists have an opportunity to empower targets who would seek to make a change. Organizational culture matters in reducing the discrimination in the organization.

Additionally, the effectiveness of acknowledgment may depend on the perceived controllability of the stigma in question (Hebl & Kleck, 2002). Specifically, this strategy may be more effective for those with stigmas that are perceived to be uncontrollable (e.g., genetic diseases) when compared to stigmas that are deemed to be more controllable. Ideally, some organization administers severe punishments to the perpetrators of discrimination in the organization's. However, other organizations disregards the negative effects of discrimination within the premises of the organizations (Reavley *et al.* 2016). There is a need to shun away stereotypes that encourage a negative perception of employees of diverse backgrounds. In the end, any

kind of employment discrimination hurts not only the individual employee but the entire workplace.

Turning away or mistreating capable, talented employees for reasons of prejudice is not only illegal, but it also tarnishes an employer's reputation both as an employer and as a business. It is important that the organization nurture the employees to accept diversity in the organization. The following guidance is provided based on international labour standards. National employers and workers' organizations may also be a good source of information on national law, regulation, and collective bargaining agreements pertaining to non-discrimination law and practice. For example, there is a need to mix the employees randomly in the workplace to encourage peaceful coexistence. The organization has to balance issues in the organization to enjoy the quality work from the employees' (Gill *et al.*, 2017).

The Maslow hierarchy of needs gives ideas regarding the motivation of the employees. All the employees require motivation to produce quality goods and services. The first portion of the employee motivations is meeting the basic need of the employees (Ruggs *et al.* 2013). It is evident that employees with good shelters, clothing, and food are motivated and can produce maximally. An employee requires equal treatment from the employee to feel worth and part of the organization.

Discriminations promote disparities in the organization. It encourages hatred and disintegrations in the unity that exists in the organization. Make a strong commitment from the top. When the most senior management assumes responsibility for equal employment issues and demonstrates a commitment to diversity, they send a strong signal to other managers, supervisors, and workers. Conduct an assessment to determine if discrimination is taking place within the enterprise, for example using a

self-assessment questionnaire. Set up an enterprise policy establishing clear procedures on non-discrimination and equal opportunities, and communicate it both internally and externally (Ruggs *et al.* 2013).

Provide training at all levels of the organization, in particular for those involved in recruitment and selection, supervisors and managers, to help raise awareness and encourage people to take action against discrimination. Support ongoing sensitization campaigns to combat stereotypes. Set measurable goals and specific time frames to achieve objectives. Monitor and quantify progress to identify exactly what improvements have been made. Modify work organization and distribution of tasks as necessary to avoid negative effects on the treatment and advancement of particular groups of workers. This includes measures to allow workers to balance work and family responsibilities. Ensure equal opportunity for skills development, including scheduling to allow maximum participation; Address complaints, handle appeals and provide recourse to employees in cases where discrimination is identified; Encourage efforts in the community to build a climate of equal access to opportunities (e.g. adult education programs and the support of health and childcare services) (Ruggs *et al.* 2013; Schmitt & Quinn, 2009).

Another discrimination reduction strategy is to modify tests through alternative items or modes of test stimuli (Schmitt & Quinn, 2009). As a starting point, it is important to identify and remove items that may be biased against a given marginalized group. This is a common-sense strategy that could accomplish multiple desirable goals, including increasing the face validity of selection tests for a variety of marginalized groups (Schmitt & Quinn, 2009). Other strategies for reducing adverse impact in

selection focus on how employment decisions are made after data has already been collected.

These strategies serve as alternatives to rank-order decision making, which typically used in organizations but could lead to more adverse impact. One such strategy involves banding or grouping selection test scores together into groups that are not meaningfully different from one another on a psychometric basis. Banding is a strategy that accounts for the unreliability of measures by creating ranges within which scores are not treated as significantly different from one another (Aguinis, 2004). Research has shown that banding can be an effective and efficient way of reducing subgroup differences in selection systems. However, it is important to note that the largest reductions in adverse impact are found when subgroup preferences are used within bands, which is often illegal (Ployhart & Holtz, 2008).

2.2.2 The Concept of Employee Performance

Employee performance refers to how workers behave in the workplace and how well they perform the job duties that is obligated to them. When employee performance is poor, he may not be able to satisfy your customers and thus see negative impacts on your profits, company reputation and sales (Blascovich, 2016). According to the definition of Mobley (2015), performance is closely related to efficiency and effectiveness, behaviour focused on carrying out the task. It is a goal congruent win-win strategy.

An organization is able to achieve its goals by adopting various employee retention programs. Engaged employees care about their work and about the performance of the company, and feel that their efforts make an impact on the organization. Employees must be hired, satisfied, motivated, developed, and retained. Perhaps they lack proper

training, motivation, morale or understanding of performance targets. Every employee makes an individual contribution to the performance of the organisational unit and thus to your entire organization (Blascovich, 2016).

In addition to training and natural ability (like dexterity or an inherent skill with numbers), job performance is impacted by workplace environment factors including physically demanding tasks, employee morale, stress levels, and working extended ... Spreading rumours, insulting colleagues, theft and sabotage are a few examples. Because of this, people management has a significant impact on performance. Performance can be traced back to the behaviour of people on the shop floor. If it does not add value, your organization or organizational unit has no reason to exist. If the performance of an organizational unit or individual employee falls behind for too long, as a rule this will lead to reorganization or redundancy (Alderfer & Smith, 1982).

Effort is an input to work, and job performance is an output from this effort. The benefits of employee motivation go beyond just keeping employees happy at work and increasing employee morale. A plan must include all critical and non-critical elements and their performance standards. It is important for employees to receive feedback on their behaviours and their performance (Muthuveloo, Shanmugam & Teoh, 2017).

Cox (1993) presents a human resource development model that builds on the concept of embedded groups (Alderfer & Smith, 1982) and interactional research (O'Reilly, Chapman, & Caldwell, 1991). He suggests that the impact of diversity involves interaction between individuals and their environment. This conceptual model, the Interactional Model of Cultural Diversity (IMCD), is based on the idea that an

employee's group affiliations, such as gender or race, can be analyzed on three levels—individual group, intergroup and organizational—which are consistent with the units of analysis suggested by embedded intergroup theory. Taken together, these factors form the diversity climate of an organization.

2.2.3 Empirical Review

2.3.1 Impact of Perceived Discrimination on Work Attitudes and Behaviour

Several researchers have explored the effect of general employee perceptions and their impact on human resource concerns. Effects are not limited to physical but also mental effects on the employee include depression, developing anxiety disorders, loss of self-control leading to the employee becoming hostile or even attempting suicide. However, the phenomenon of workplace discrimination has only recently attracted attention (Gutek, Cohen, & Tsui, 1996; Mays, Coleman, & Jackson, 1996; Sanchez & Brock, 1996). For example, Gutek, Cohen, & Tsui (1996) contrasted the experiences of perceived sex discrimination of male managers and psychologists and of female managers and psychologists, all of whom were primarily white.

Both the men and the women perceived that woman experienced greater sex discrimination overall than men. However, among women, perceptions of discrimination were associated with negative outcomes, such as more work conflict and more hours spent on paid work activities, whereas men perceived little relationship with these same outcome variables. Notably, discriminations in workplace encourage boredom and anxiety. It changes the perspectives of the employees and makes them view the simple task as difficult. However, when the arousal levels are equal to the performance quality the employees are motivated and

produce at their best. When the anxiety level is very high, the performance quality declines and the employees feel anxious and less productive (Wright, 2001).

The discriminatory practices in organizations discourage hard work and creativity in the organization. The employees who are discriminated do not feel part of the organization and are not ambassadors of the organizations. There is a need for a supportive organizational culture that views all the employees as equally important (Stangor *et al.*, 2003). The cases are similar when the level of arousal and performance are low (Ruggs *et al.* 2013).

The employees feel bored and relaxed to perform the normal tasks in the organization. Job satisfaction and commitment to an organization are critical components of employee attitudes that are likely to be affected by perceived discrimination. Job satisfaction can be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). Jayaratne (1993) provided an extensive review of the literature on job satisfaction and found that although a plethora of research exists on this phenomenon, there is little research on the effect of ethnic in general and differences in perceived discrimination in particular. Perhaps because of this dearth of research related to ethnic, perceived discrimination, and job satisfaction, there is a lack of consensus among researchers on the effects of these variables on job satisfaction (Cox and Nkomo, 1993; Jayaratne, 1993).

Organizational commitment refers to an individual's feelings about the organization as a whole. It is the psychological bond that an employee has with an organization and has been found to be related to goal and value congruence, behavioural investments in the organization, and likelihood to stay with the organization (Mowday, Porter, and

Steers, 1982). Sustaining organizational commitment among employees, particularly women and minorities, is a challenge for companies today.

It has been suggested that one of the reasons for the recent exodus of women and minorities from large corporations and the subsequent proliferation of women- and minority-owned businesses is these groups' perceptions of organizational discrimination (Dickerson, 1998; Federal Glass Ceiling Commission, 1995). Sanchez and Brock (1996) examined the effects of perceived discrimination on work outcomes among 139 Hispanic male and female employees. They found that perceived discrimination contributed to higher work tension and decreased job satisfaction and organizational commitment, above and beyond other common work stressors, such as role conflict and ambiguity. They also found that employees with higher levels of acculturation, salaries, and job experience perceived less race (ethnic) -based discrimination than their counterparts who scored lower in these areas (LexisNexis, 2010)

Similarly, Gutek, Cohen, and Tsui (1996) found that perceived discrimination among women was related to lower feelings of power and prestige on the job. Shellenbarger (1993) reported that more than one-fifth of minorities perceived discrimination on the job, which resulted in lowered organizational commitment, as seen in their greater likelihood to change jobs than their white counterparts and their lower willingness to take the initiative while on the job. An aspect of interpersonal work relationships related to taking initiative on the job is organizational citizenship behaviour (OCB), which refers to informal, prosocial behaviour that employees engage in voluntarily to help others at work (MacKenzie, Podsakoff, and Fetter, 1993). Such behaviours include helping another employee finish a project, providing helpful advice or

suggestions, and offering positive feedback on work tasks (Organ and Ryan, 1995; Podsakoff, MacKenzie, and Hui, 1993).

Although the relationship between OCB and perceived discrimination has not been examined directly, some research examines the effects of discrimination on interpersonal relationships but the focus is to assess the effect of workplace discrimination on employee performance. In the international dimension for instance, a study of black females from a cross section of households, Mays, Coleman, and Jackson (1996) found that although perceived race-based discrimination did not hinder their entry into the labour market, it did detract from their level of participation and likelihood of rising in the ranks of the companies they worked for. Specifically, their perceptions of racial or ethnic discrimination increased black women's job stress, limited their advancement and skill development, and were related to less effective interpersonal work relationships with coworkers and supervisors.

Organizational citizenship behaviour seems more likely to occur in environments where employees feel they are treated fairly and where there are intrinsic and extrinsic rewards for performing such acts. Therefore, it seems likely that when workers feel that a discriminatory environment exists, they may have less effective interpersonal relationships with others overall and be less likely to engage in OCB in particular.

According to the Labour Regulations (2007: L.I., 1833), it is "illegal to discriminate in hiring, promotions, termination (known as wrongful termination) or other aspects of employment on the basis of a person's race, gender, national origin, religion, disability, or age". In other words, an employer cannot discriminate against any individual when it comes to the practices within the workforce arena. However,

discrimination has existed for many years and employees' emotional, physiological and psychological well-being has greatly been harmed as a result

2.2.3 Impact of Discrimination on a Person's Physical Health

The workplace is where Americans spend the majority of their time. Employees strive for success and recognition in their chosen professions with the hope of a fair shot at advancement. But when workplace discrimination occurs, it can have effects far beyond a stalled career. The burden and stress caused by discrimination and other forms of harassment can take a physical and sometimes mental toll on your body, compounding an already difficult situation.

A recently released study conducted by National Institute for Health (NIH) has shown a relationship between perceived discrimination in the workplace and a negative effect on both mental and physical health of the employee. Employees who have experienced discrimination have higher levels of psychological distress and health-related problems than employees who have not. In addition to impacting important work outcomes, discrimination also has a detrimental impact upon individuals' physical health. Metaanalytic results on effects of both workplace and general perceived discrimination indicated that it can have a negative impact on physical health by heightening physiological stress response and increasing participation in unhealthy behaviors (Pascoe & Richman, 2009). Specifically, individuals are more likely to experience cardiovascular reactivity, which leads to high blood pressure and other serious cardiovascular diseases (Smart Richman, Pek, & Pascoe, 2008).

In addition, individuals who regularly experience discrimination are also more likely to engage in risky health workplace discrimination behaviors such as smoking, alcohol and other substance use (Bennett, Wolin, Robinson, Fowler, & Edwards,

2005; Landrine & Klonoff, 1996). Research has also suggested that the strength of the relationship between discrimination and outcomes does not vary across different types of discrimination. Specifically, effects on health outcomes do not seem to differ significantly between racial and gender discrimination or subtle and overt discrimination (Jones *et al.*, 2011).

Workplace discrimination also impacts on a person's physical health. In an article by Pavalko, Mossakowski and Hamilton, "Does Perceived Discrimination Affect Health? Longitudinal Relationships Between Work Discrimination and Women's Physical and Emotional Health", it was noted that "psychological distress, blood pressure and self-assessed health may be most affected by the stress produced by either a major discriminatory event such as being fired from a job or reactions to chronic daily discrimination in the workplace (e.g. racist or sexist jokes or hostile work environment)" (Pavalko *et al.*, 2001).

In another study, it was found that racial or ethnic discrimination led to increased cardiovascular reactivity (Sutherland and Harrell, 1986). Compared to physical health, mental health has received more research attention across different target groups. Discrimination can severely impact individuals' psychological health through similar mechanisms as physical health by inducing stress that raises the level of cortisol in the body (Miller, Chen, & Zhou, 2007), which puts individuals at risk for mental conditions such as depression and schizophrenia (Bjorntorp & Rosmond, 1999; Nemeroff, 1996).

Indeed, workplace discrimination results from multiple meta-analyses which indicate that there is a significant relationship between perceived discrimination and reduced mental health across a variety of target groups. For instance, Lee and Ahn (2011;

2012) found that across Asians and Hispanics, perceived discrimination has the strongest effect on anxiety, followed by depression and psychological distress. These findings are corroborated by Schmidt *et al.* (2014), who found the negative perceived discrimination-mental health relationship was stronger for different minority groups such as sexual minorities, people with mental and physical disabilities, and obese people. As individuals develop mental conditions due to workplace discrimination, they may subsequently suffer further prejudice and discrimination due to the stigma associated with mental illnesses, which is associated with attributes such as incompetence, dangerousness, and character weakness (Corrigan, Kurt, & Knetsen, 2005).

Work related stressors identified that contributed to the decline in physical health were inability to communicate candidly with supervisors; imposing heavy workloads or hectic schedules that exceed their ability; lack of respect; continual conflicts on the job; women receiving job discrimination due to their gender; and feeling forced to maintain a professional demeanor despite the overt attempts at discrimination.

The physical impacts of workplace discrimination have also occurred in other parts of the world. Europeans have also reported signs of stress because of such factors as discrimination, sexual harassment, bullying and physical violence, all taking a toll on both their physical and psychological well-being (Arehart-Treichel, 2007). All of this suggests that work-related discrimination or workplace harassment has harmful effects on physical health.

2.4 Conceptual Framework

The diagram below shows the relationship that exist between the construct understudy. The model below depicts how the independent variable (workplace discrimination) affect the dependent variable (employee performance).

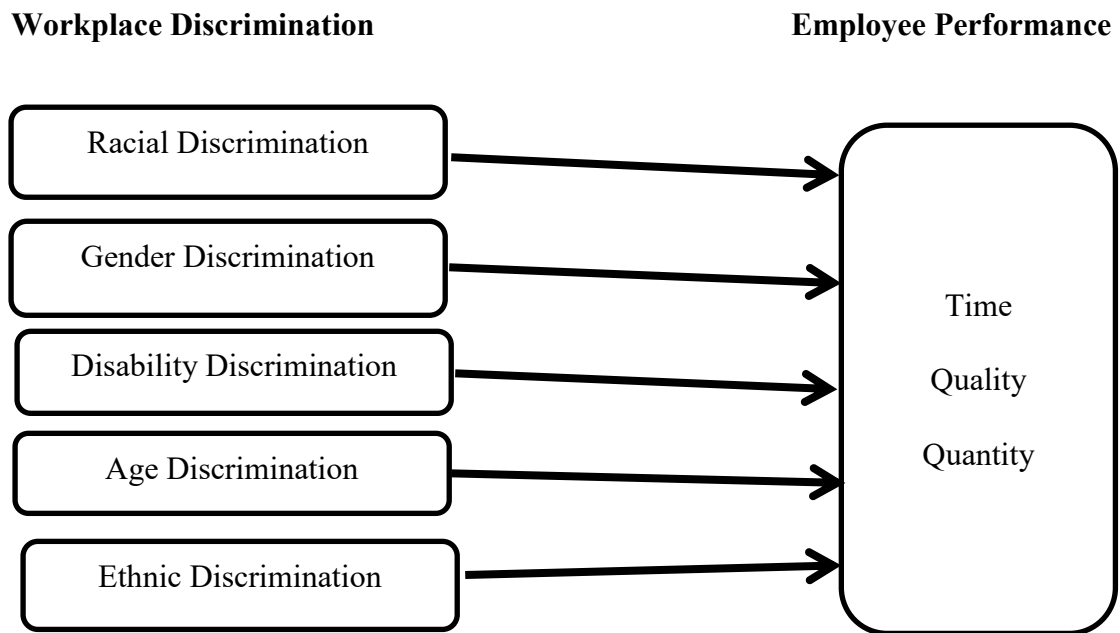


Figure 2.1 : Conceptual Model
Source: Author's Construct (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlined the process, methods, and design with which the research was conducted. It, therefore, covered the research design, sampling procedures for data collection, sources of data, and mode of data analysis

3.1 Research Approach

Generally, there are three different approaches to doing research. These are the qualitative, quantitative, and mixed methods approaches. In this research, the quantitative approach was used. Through the use of the quantitative approach, I was able to obtain quantitative information on workplace discrimination from employees in the public sector of the Ghanaian economy. This provided various perspectives on the issue under study which is in line with Creswell's (1998) assertion that the mixed-method approach helps to explore a social or human problem, build a complex holistic picture, analyze words and quantify and report detailed views of informants. The use of the quantitative approach to research further enabled me to get a better understanding of workplace discrimination at the study institution through first-hand experiences.

3.2 Research Design

The research design is a framework for conducting business research (Malhotra, 2007). Thus it is the basic plan for conducting the data collection and analysis phase. A research design is the procedures for collecting, analyzing, interpreting and reporting data in research studies (Creswell & Plano Clark 2007, p.58). It is the overall plan for connecting the conceptual research problems with the pertinent (and

achievable) empirical research. In other words, the research design sets the procedure on the required data, the methods to be applied to collect and analyze this data, and how all of this is going to answer the research question (Grey, 2014). It is the blueprint for conducting the study that maximizes control over factors that could interfere with the validity of the findings. Designing a study helps the researcher to plan and implement the study in a way that will help the researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Burns & Grove 2001).

The researcher used the descriptive survey research design in undertaking this study. According to Polit and Hungler (1995), the descriptive survey is about describing, observing, and documenting aspects of a situation as it is naturally. A descriptive survey study is one in which information is collected without changing the environment (i.e., nothing is manipulated). Descriptive survey research can be explained as a statement of affairs as they are at present with the researcher having no control over variables. Moreover, descriptive survey studies may be characterized as simply the attempt to determine, describe or identify what is, while analytical research attempts to establish why it is that way or how it came to be.

Descriptive survey research is ~~aimed~~ aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method” (Creswell, 2009). In its essence, descriptive survey studies are used to describe various aspects of the phenomenon. In its popular format, descriptive research is used to describe characteristics and or behaviour of sample population.

An important characteristic of descriptive survey research relates to the fact that while descriptive research can employ a number of variables, only one variable is required to conduct a descriptive study. Three main purposes of descriptive survey studies can be explained as describing, explaining and validating research findings. Descriptive survey data are usually collected through questionnaires, interviews or observations. The justification for using the descriptive research design is that although the descriptive research does not fit neatly into the definition of either quantitative or qualitative research methodologies, it however has the ability to utilize elements of both within the same study (Sualihu Bintu, 2014).

3.4 Study Population

Polit and Hungler (1999) refer to the population as an aggregate or totality of all the objects, subjects, or members that conform to a set of specifications. The population of any research is made up of the individual units or an aggregate of those units and subunit of the study organization (s) or area (s), whereas a sample is a section of the population selected randomly or otherwise to represent the population (Punch, 2000). The population for this study was selected employees in the private companies of the Ghanaian economy. The target population for the study was 200.

3.5 Sample and Sampling Techniques

In order to minimize the task involved in the data collection process a sample was selected from the population to be used to make inferences on the population. A sample is drawn from a population which refers to all possible cases of what we are interested in studying and the population is often people who have some particular characteristics in common (Monette *et al.*, 2002). A sample consists of one or more elements selected from the population. The study involved a total sample of 1,23.

3.6 Sources of Data and Collection Procedure

Data for the study was gathered from both primary and secondary (official document) sources. The major of the data was from primary sources. For the primary source of data, questionnaires were the main research instrument. Jankuwics (2002), defines primary data as consisting of materials gathered by the same researcher through systematic observation, information from archives, the results of questionnaires and interviews, and case. A typical example of primary data is household surveys. In this form of data collection, researchers can personally ensure that primary data meets the standards of quality, availability, statistical power, and sampling required for a particular research question. With globally increasing access to specialized survey tools, survey firms, and field manuals, primary data has become the dominant source for empirical inquiry in development economics. The questionnaires were designed to be task-specific. The researcher employed online-administered questionnaires to various personnel.

Secondary data is data collected by any party other than the researcher, including administrative data from programs, geo-data from specialized sources, and census or other population data from governments. Secondary data provides important context for any investigation, and in some cases (such as administrative program data) it is the only source that covers the full population needed to conduct a research project. Secondary data were sourced from the internet and published documents including company reports and refereed journals on the subject of the study.

Babbie (2007) acknowledges that all forms of social research bring researchers into direct and often intimate contact with their subjects. The researcher also assured respondents that the study was strictly academic and that utmost confidentiality would

be observed. Besides, no participant was forced to provide information unwillingly, hence only those who expressed interest to take part in the study were included.

3.7 Data Collection Instrument

Questionnaire was the instrument for the collection of data from the respondents. The questionnaire was structured into three parts. The first part requested for the bio-data of the respondents. The second part had items which sought for information on the nature of workplace discrimination. The third and final part explored respondents' views on effects of workplace discrimination on employees' performance.

3.8 Research Instrument

3.8.1 Workplace Discrimination

3.8.1.1 Gender discrimination was measured through the Workplace Gender Discrimination Scale, evaluating discrimination in terms of recruitment, promotions, pay, deployment, training and lay-offs. The 5-point Likert-type scale ranging from the numerals 1 (Strongly Disagree) to 5 (Strongly Agree).

3.8.1.2 Ethnicity

This study measures ethnicity-related stress and ethnic identity. Ethnicity-related stressors assessed in this study were perceived discrimination, stereotype confirmation concern, and own-group conformity pressure Luhtanen and Crocker (1992). The 5-point Likert-type scale ranging from the numerals 1 (Strongly Disagree) to 5 (Strongly Agree)

3.8.1.3 Disability

The issue of employing people with disabilities is crucial from both a social and economic perspective and is often influenced by the social perception of this group of

people. The researcher attempted to examine attitudes towards the disabled employees in private sectors in Ghana by using one of the most popular tools that measure the perception of such people in everyday life—the Attitudes to Disability Scale (ADS) developed by the WHOQOL Group. The 5-point Likert-type scale ranging from the numerals 1 (Strongly Disagree) to 5 (Strongly Agree)

3.8.1.4 Age measurement

The Nordic Age Discrimination scale (NADS), which are designed to reflect age discrimination that takes place in the workplace. One item was formulated for each of the following aspects: (1) promotion, (2) training, (3) development, (4) development appraisals, (5) wage increase, and (6) change processes. These items are based on previous research indicating that age discrimination in the workplace takes place in the respective areas as argued in the introduction. The 5-point Likert-type scale ranging from the numerals 1 (Strongly Disagree) to 5 (Strongly Agree)

3.8.2 Employee Performance

The employee performance scale was measured using Thomas and Ganster (1995) and Tiwan's (2011) performance scale. The scale was measured on three items namely; time, quality and quantity. The 5-point Likert-type scale ranging from the numerals 1 (Strongly Disagree) to 5 (Strongly Agree).

3.9 Data Analysis

The researchers adopted both quantitative and qualitative techniques to analyzed the data obtained from the field survey. At the end of the entire data collection process, the data was entered into Statistical Package for Social Scientists (SPSS), an

integrated, modular software system and full-featured product line for analytical process. Analysis based on the objectives of the study was appropriately run. Descriptive statistic, correlational matrix analysis and regression analysis were used..

3.10 Ethical Issues

The consent of every potential subject to participate in the study was sought before any data collection commenced. Potential subjects were assured that their identity and all information provided would be held in strict confidence. Data collection took place at the convenience of the researcher, the teachers and headmaster of the selected school and students as agreed on. To ensure quality data, each completed data collection instrument was cleaned by checking for any inconsistency, incompleteness and/or inaccuracy. These irregularities were corrected before leaving the community.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents research findings regarding workplace discrimination on the performance of employees in private companies in Ghana. A total of one hundred and twenty-three (123) respondents were used as the study population. For data analysis and data cleaning, descriptive statistics, Pearson's product-moment correlation analysis, and hierarchical regression analysis were used to examine the perspectives of the respondents on workplace discrimination, examine the relationship that exists between the study constructs and finally examine the effect of workplace discrimination on the performance of employees. Mainly, this chapter presents respondents' response rate, demographic information, information regarding data cleaning, the information relating to reliability results and validity results, the descriptive analysis results for objective one, Pearson's product-moment correlation analysis for objective two, and hierarchical regression analysis for objective three of the study.

4.1 Respondents Demographic Information

This section of the study highlight the preliminary analysis of the demographic information of the respondents sampled for the survey. This data reflects the profile of the respondents in terms of their gender, age, age, marital status and level of education.

Table 4.1: Respondents Demographic Information

	Frequency	Percent
Gender		
Male	55	44.7
Female	68	55.3
Age		
Below 30 years	61	49.6
31 – 40 years	50	40.6
40 years and above	12	9.8
Marital Status		
Single	81	65.9
Married	42	34.1
Level of Education		
Basic School	11	8.9
Secondary School	98	79.7
Tertiary	14	11.4

Source: Field Study (2021)

From Table 4.1 above, it can be seen that out of the total valid responses used for the analysis, fifty-five (55) respondents were males accounting for 44.7% while the remaining sixty-eight (68) respondents were female, representing 55.3%. It can be concluded that more females participated in the study than males. It can also be seen that the ages of the students range from “below 30” to “40 years and above” respectively. With which the most frequent age range was below 30 years with a frequency of sixty-one (61) representing 49.6% of the total sample under study. This shows that most of the employees who participated in this study fell within the age bracket of below 30 years. Age bracket of 31-40 had a frequency of fifty (50) representing 40.6% and lastly those between the age ranges of 40 years and above with a frequency of twelve (12) representing 9.8% of the entire sample population.

Concerning marital status of the respondents, the majority of the employees who took part in this study were singled with a frequency of eighty-one (81) representing 65.9%. Followed by married employees with a frequency of forty-two (42) representing 34.1% of the population of the study. Finally, concerning the level of education of the respondents, out of the one hundred and twenty-three (123) valid responses obtained, it was revealed that the majority of the students understudy were secondary school levers with a frequency of ninety-eight (98) representing 79.7%. Followed by tertiary levers with a frequency of fourteen (14) representing 11.4% and finally basic school levers with a frequency of eleven (11) representing 8.9% of the total respondents sampled for the study.

4.2 Reliability

Table 4.2: Reliability Statistics of Study Construct

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Item	Number of Items
Racial Discrimination	.942	.942	10
Gender Discrimination	.810	.806	8
Disability Discrimination	.873	.874	18
Age Discrimination	.732	.858	8
Ethnic Discrimination	.813	.814	11
Employee Performance	.956	.956	13

Source: Field Study (2021)

As presented in Table 4.2, the Cronbach's alpha coefficient results indicate that all the scales for measuring the variables in the study exceeded the conventional acceptable 0.7 (Hair *et al.*, 2017), thus Cronbach's Alpha coefficients of .942, .810, .873, .732, .813 0as in the cases of racial discrimination, gender discrimination, disability

discrimination, age discrimination and ethnic discrimination demonstrate that, the items used in measuring the respective construct were highly reliable. Similarly, the Cronbach's Alpha result of employee performance was 0.956 which indicates that the items used in measuring the dependent variable were reliable and dependable in terms of making analysis. In all, this is an indication that the statements used for measuring the variables constitutes a complete structure in describing the construct understudy.

4.3 Employees' Perceptions on the Nature of Workplace Discrimination

This section of the chapter presented the results on the first research objective in relation to the employees' perceptions of the nature of workplace discrimination in private companies Ghana. The mean score with standard deviation were used for analysis as they are appropriate for ranking. A mean score, for instance, provides the arithmetic average of a set of given numbers whereas a standard deviation is a formal measure of central tendency which determines how deviated some values are from the mean. It also determines how dispersed or identical values of the mean are. According to Cohen (1988) and Creswell (2014), the higher the mean score, the higher it explains a particular phenomenon. The result of the mean scores were discussed with 1 to 2.9 indicating low source while 3 to 5 indicate high perception on the nature of workplace discrimination as showed in Table 4.3.

Table 4.3: Employees' Perception on the Nature of Workplace Discrimination

	Std		Skewness		Interpretation	Rank
	Mean	Deviation		Kurtosis		
Disability Discrimination	4.8984	.66479	-.118	1.458	Agree	1st
Gender Discrimination	4.8760	.80748	-.237	-.368	Agree	2nd
Racial Discrimination	3.3888	1.05095	-.916	-.200	Neutral	3rd
Age Discrimination	3.2652	1.29356	1.921	1.766	Neutral	4th
Ethnic Discrimination	3.0333	.75678	1.184	1.555	Neutral	5th

Source: Field Study (2021)

The result in Table 4.3 revealed that workplace discrimination facing employees could be derived from various sources. Among these, the study indicate that disability discrimination had the highest mean (M=4.8984). This means that, all the respondents were of the view that the disability discrimination was one of the most prevalent discrimination at the workplace. The standard deviation for this discrimination was .66479. The standard deviations indicate that the data set for mean measuring the effectiveness was dispersed away from the overall mean of means.

Also gender discrimination was revealed as the next prevalent workplace discrimination that employee face at the workplace. , the study indicate that disability discrimination had the highest mean (M=4.8760). This means that, the respondents agreed that gender discrimination was one of the most prevalent discrimination aside disability discrimination at the workplace. The standard deviation for this discrimination was .80748.

The study also revealed that the respondents were of the opinion that they stand to be neutral. The neutral is however not a bad thing since it is above the average mean of 2.5. Even though, the opinions of the respondents were neutral, in terms of their mean, racial discrimination had the highest mean ($M=3.3888$), followed by age discrimination (3.2652) and finally, ethnic discrimination ($M=3.0333$). The standard deviations for these items were 1.05095, 1.29356 and .75678 for racial discrimination, age discrimination and ethnic discrimination respectively.

4.4 Relationship between Workplace Discrimination and Employee Performance

This section of the chapter presented the results on the second research objective in relation to establish the relationship between workplace discrimination and employees performance among employees in private companies in Ghana. As such, the Pearson's product moment correlation analysis was used to establish the relationships among the study variables while achieving objectives for the study as stipulated above in chapter two. This was necessary because the correlation analysis looks at the positive and the negative relationship that exist between the study variables (Cohen & Swerdlik, 2002; Saunders, Lewis & Thornhill, 2019) as an indication of how the study variables were related (Sekaran, 2000). Therefore, correlation was used to determine whether statistically significant relationship existed between workplace discrimination and employee performance

Table 4.4: Correlational Analysis among Study Construct

	1	2	3	4	5	6	7	8	9	10
1 Gender	-									
2 Age	-.246**	-								
3 Marital Status	-.008	.487**	-							
4 Level of Education	.158	.224*	.075	-						
5 Racial Discrimination	.029	-.238**	-.148	-.172	-					
6 Gender Discrimination	-.128	-.262**	-.233**	-.132	.461**	-				
7 Disability Discrimination	-.085	-.106	-.071	-.084	.575**	.459**	-			
8 Age Discrimination	.063	-.089	-.030	-.065	.164	.048	.153	-		
9 Ethnic Discrimination	.052	.043	.034	.141	-.080	-.329**	-.153	.251**	-	
10 Employee Performance	.101	.087	.124	.036	-.558**	-.442**	-.589**	.061	-.284*	-

Source: Field Study (2021) NB **. 0.01 level (2-tailed). *. 0.05 level (2-tailed).

The results from Table 4.4 revealed that there is a significant negative relationship between racial discrimination and employee performance ($r = -.558$, $p < 0.01$). In other words, racial discrimination affect employee performance negatively. Thus, the more an employee perceive to be racially discriminated against, less he or she is able excel in his or her performance. Correspondingly, the results of the study showed a significant negative relationship between gender discrimination and employee performance ($r = -.442$, $p < 0.01$). In other words, gender discrimination affect employee performance negatively. Thus, the more an employee perceive to be discriminated against as a result of his or her gender, the less he or she is able excel in his or her performance.

The same is the case of disability discrimination and employee performance. The results revealed that there exists a significant negative correlation between disability discrimination and employee performance ($r = -.589$, $p < 0.01$). This presupposes that as an employee is discriminated against as a result of his or her disability, his or her ability to perform is affected negatively. Similarly, the results show an insignificant positive relationship between age discrimination and employee performance ($r = .061$, $p > 0.05$) and finally, the results from the correlational analysis prove that there is a significant negative relationship between ethnic discrimination and employee performance ($r = -.248$, $p < 0.05$). This implies that when an employee is discriminated against as a result of his or her ethnicity, his or her performance is affected negatively.

4.5 Impact of Workplace Discrimination on Employee Performance

This section presented the third research objective of the study in relation to the assessment of employees' views on the impact of workplace discrimination on employees' performance in private companies in Ghana. The data obtained was analyzed using multiple linear regression, workplace discrimination (racial, gender, disability, age, and ethnicity) represented the independent variable while employee performance (EP) represented the dependent variable. The regression model was evaluated by the coefficient of determination denoted by R-square (R^2). This represents the proportion of variance in the dependent variable which is linearly accounted for by the independent variable (Cohen, 1992).

Table 4.5: Regression Analysis Workplace Discrimination on Employee Performance

	Unstandardized Coefficient		Standardized Coefficient	t	P	R ²	Adjusted R ²	F
	B	Std. Error						
(Constant)	4.069	.400		10.178	.000	.480	.458	21.598***
Racial Discrimination	-.249	.067	-.319	-3.733	.000			
Gender Discrimination	-.090	.083	-.088	-1.075	.285			
Disability Discrimination	-.451	.105	-.365	-4.293	.000			
Age Discrimination	.088	.045	.139	1.961	.052			
Ethnic Discrimination	.151	.080	.139	1.886	.062			

Dependent Variable: Employee Performance

Source: Field Study (2021)

From Table 4.5 above, the coefficient of multiple determinations, R², and the adjusted R² indicates that the explanatory power of workplace discrimination explained approximately 48.0% of the variations in employee performance. Again, the Adjusted R² of 45.8% explains the variation in the dependent variable that is being explained by an adjustment in the independent variable in the regression model or equation. This implies that any adjustment made in the independent variable (workplace discrimination) will cause about 23.0% change in employee performance

Also, from the same Table 4.5 above presents the regression results from the data analysis. It can be observed that the regression model was statistically significant (F =21.598) for predictions on the basis that it was statistically significant at 99% confidence level. The implication is that, the regression model has an overall significance and that the data gathered fits the regression model better.

4.6 Testing of Hypothesis

4.6.1 Impact of Racial Discrimination on Employee Performance

Hypothesis 1- *There is a significant negative effect of racial discrimination on the performance of employees in private companies in Ghana.*

From Table 4.5 it can be seen that racial discrimination significantly and negatively predict employee performance ($R^2 = -.249$, $p < 0.001$), hence hypothesis one of the study was supported. Thus, racial discrimination is proven to have a significant negative impact on the performance of employees in private companies in Ghana. In essence, holding all other variables constant, racial discrimination induces 24.9% change in employee performance. Thus, these results prove that a unit change in racial discrimination will induce 24.9% change in the performance of employees in the private companies in Ghana. In other words, when racial discrimination (thus, when does not feel socially avoided by others due to their religion) is enhanced or improved by 1%, employee performance would be improved by 24.9%. The significance level of this outcome according to the study results was 0.000 which is less than 0.001 indicating that the variance between the two variables in question was significant.

4.6.2 Impact of Gender Discrimination on Employee Performance

Hypothesis 2- *There is a significant negative effect of gender discrimination on the performance of employees in private companies in Ghana.*

From Table 4.5 it can be seen that gender discrimination insignificantly and negatively predict employee performance ($R^2 = -.090$, $p > 0.05$), hence hypothesis two of the study was not supported. Thus, gender discrimination is proven to have an insignificant negative impact on the performance of employees in private companies in Ghana. In essence, holding all other variables constant, gender discrimination induces 9.0% change in employee performance. Thus, these results prove that a unit

change in gender discrimination will induce 9.0% change in the performance of employees in the private companies in Ghana. In other words, when gender discrimination is enhanced or improved by 1%, employee performance would be improved by 9.0%. The significance level of this outcome according to the study results was .285 which is more than 0.05 indicating that the variance between the two variables in question was insignificant.

4.6.3 Impact of Disability Discrimination on Employee Performance

Hypothesis 3- *There is a significant negative effect of disability discrimination on the performance of employees in private companies in Ghana.*

From Table 4.5 it can be seen that disability discrimination significantly and negatively predict employee performance ($R^2 = -.451$, $p < 0.001$), hence hypothesis three of the study was supported. Thus, disability discrimination is proven to have a significant negative impact on the performance of employees in private companies in Ghana. In essence, holding all other variables constant, disability discrimination induces 45.1% change in employee performance. Thus, these results prove that a unit change in gender discrimination will induce 45.1% change in the performance of employees in the private companies in Ghana. In other words, when disability discrimination is enhanced or improved by 1%, employee performance would be improved by 45.1%. The significance level of this outcome according to the study results was 0.000 which is less than 0.001 indicating that the variance between the two variables in question was significant.

4.6.4 Impact of Age Discrimination on Employee Performance

Hypothesis 4- *There is a significant negative effect of age discrimination on the performance of employees in private companies in Ghana.*

From Table 4.5 it can be seen that age discrimination insignificantly and positively predict employee performance ($R^2 = .088$, $p > 0.05$), hence hypothesis four of the study was not supported. Thus, age discrimination is proven to have an insignificant positive impact on the performance of employees in private companies in Ghana. In essence, holding all other variables constant, age discrimination induces 8.8% change in employee performance. Thus, this result prove that a unit change in age discrimination will induce 8.8% change in the performance of employees in the private companies in Ghana. In other words, when age discrimination is enhanced or improved by 1%, employee performance would be improved by 8.8%. The significance level of this outcome according to the study results was .052 which is more than 0.05 indicating that the variance between the two variables in question was insignificant.

4.6.5 Impact of Ethnic Discrimination on Employee Performance

Hypothesis 5- *There is a significant negative effect of ethnic discrimination on the performance of employees in private companies in Ghana.*

From Table 4.5 it can be seen that ethnic discrimination insignificantly and positively predict employee performance ($R^2 = .151$, $p > 0.05$), hence hypothesis five of the study was not supported. Thus, ethnic discrimination is proven to have an insignificant positive impact on the performance of employees in private companies in Ghana. In essence, holding all other variables constant, ethnic discrimination induces 15.1% change in employee performance. Thus, these results prove that a unit change in ethnic discrimination will induce 15.1% change in the performance of employees in the private companies in Ghana. In other words, when ethnic discrimination is enhanced or improved by 1%, employee performance would be improved by 15.1%. The significance level of this outcome according to the study results was .062 which

is more than 0.05 indicating that the variance between the two variables in question was insignificant.

4.7 Discussion of Findings

This study sought to impact workplace discrimination on the performance of employees in private companies in Ghana; by examining employees' perceptions of the nature of workplace discrimination in private companies in Ghana, establishing the relationship between workplace discrimination and employees' performance, and assessing employees' views on the impact of workplace discrimination on employees' performance in private companies in Ghana. The results of the study are discussed in detail in the following sub-paragraphs.

The first objective of the study sought to examine employees' perceptions of the nature of workplace discrimination in private companies in Ghana. Overall, the results of the study revealed that the respondents agreed that disability discrimination had the highest mean with standard deviation ($M=4.8984$; $SD=.66479$), followed by gender discrimination with mean and standard deviation ($M=4.8760$; $SD=.80748$). The findings of the study also revealed that the respondents were of the opinion that they stand to be neutral. Thus, racial discrimination had the highest mean with standard deviation ($M=3.3888$; $SD=1.05095$), followed by age discrimination ($M=3.2652$; $SD=1.29356$) and finally, ethnic discrimination ($M=3.0333$; $SD=.75678$). These findings are consistent with Cleveland, Stockdale, & Murphy (2000) assertion that although male and female employees may come to the workplace with some preexisting gender differences that provide reasonable explanations for the differential treatment they receive, often differences in the treatment of men and women are linked to the inaccurate perception of differences and supported by Boakye (2021)

postulation that racial discrimination pervades every aspect of a society in which it is found. It is found above all in attitudes of both races, but also in social relations, in intermarriage, in a residential location, and, frequently, in legal barriers. It is also found in levels of economic accomplishment; that is, income, wages, prices paid, and credit extended.

The second objective of the study sought to establish the relationship between workplace discrimination and employees' performance. The findings of the study revealed that there is a significant negative relationship between racial discrimination and employee performance ($r = -.558$, $p < 0.01$). Correspondingly, the results of the study showed a significant negative relationship between gender discrimination and employee performance ($r = -.442$, $p < 0.01$). The results revealed that there exists a significant negative correlation between disability discrimination and employee performance ($r = -.589$, $p < 0.01$). Similarly, the results show an insignificant positive relationship between age discrimination and employee performance ($r = .061$, $p > 0.05$), and finally, the results revealed that there is a significant negative relationship between ethnic discrimination and employee performance ($r = -.248$, $p < 0.05$). These findings are consistent with Sapphire (2019) postulation that there exists a significant relationship between workplace discrimination and employee performance. Thus, many employers replace dedicated and loyal employees with longevity at the company because they can pay someone else a lesser salary and to defray the costs of health insurance benefits because premiums are higher for an older workforce. Employers often replace older employees with younger ones stating that the company wants "fresh" and "innovative" perspectives. Age discrimination is almost always subtle with the employer typically complaining about performance or production. Bergman *et al.* (2012) also found that racial, ethnic, and gender discrimination across

five was related to lower satisfaction toward work, supervisors, and opportunities, while King and colleagues (2010) found that gender discrimination is negatively related to helping behaviors. As a result of these negative work attitudes, individuals subsequently develop withdrawal behaviors including lateness, absenteeism, and eventually turnover intentions (Volpone & Avery, 2013).

The third objective of the study sought to assess employees' views on the impact of workplace discrimination on employees' performance in private companies in Ghana. The results of the study revealed that racial discrimination significantly and negatively predict employee performance ($R^2 = -.249$, $p < 0.001$), hence hypothesis one of the study was supported. It also revealed that gender discrimination insignificantly and negatively predict employee performance ($R^2 = -.090$, $p > 0.05$), hence hypothesis two of the study was not supported. In furtherance, the results revealed that disability discrimination significantly and negatively predict employee performance ($R^2 = -.451$, $p < 0.001$), hence hypothesis three of the study was supported. Moreover, the results of the study revealed that age discrimination insignificantly and positively predict employee performance ($R^2 = .088$, $p > 0.05$), hence hypothesis four of the study was not supported. Finally, the results of the study revealed that ethnic discrimination insignificantly and positively predict employee performance ($R^2 = .151$, $p > 0.05$), hence hypothesis five of the study was not supported. These findings are consistent with Cheung's (2016) assertion that workplace discrimination has a direct negative effect on key individual work outcomes. As such, the findings of their meta-analysis revealed that discrimination has several detrimental effects on important workplace variables such as performance, satisfaction, commitment, job stress, withdrawal, and career success (Jones *et al.*, 2018). Gelfand *et al.* (2007) Discrimination in the workplace is based on certain

prejudices and occurs when an employee is treated unfavorably because of gender, sexuality, race, religion, pregnancy, and maternity or disability that significantly affect the performance of employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter concludes the report of the study, hence, presents a summary of the main findings, conclusions reached used on the findings, and recommendations based on the conclusions. This study sought to explore workplace discrimination and its effects on employees' performance in Ghana. It involved a cross-section of workers in the private companies of the Ghanaian economy.

5.1 Summary of Findings

The first objective of the study sought to examine employees' perceptions of the nature of workplace discrimination in private companies in Ghana. Overall, the results of the study revealed that the respondents agreed that disability discrimination had the highest mean with standard deviation ($M=4.8984$; $SD=.66479$), followed by gender discrimination with mean and standard deviation ($M=4.8760$; $SD=.80748$). The findings of the study also revealed that the respondents were of the opinion that they stand to be neutral. Thus, racial discrimination had the highest mean with standard deviation ($M=3.3888$; $SD=1.05095$), followed by age discrimination ($M=3.2652$; $SD=1.29356$) and finally, ethnic discrimination ($M=3.0333$; $SD=.75678$).

The second objective of the study sought to establish the relationship between workplace discrimination and employees' performance. The findings of the study revealed that there is a significant negative relationship between racial discrimination and employee performance ($r= -.558$, $p< 0.01$). Correspondingly, the results of the study showed a significant negative relationship between gender discrimination and employee performance ($r= -.442$, $p< 0.01$). The results revealed that there exists a

significant negative correlation between disability discrimination and employee performance ($r = -.589$, $p < 0.01$). Similarly, the results show an insignificant positive relationship between age discrimination and employee performance ($r = .061$, $p > 0.05$), and finally, the results revealed that there is a significant negative relationship between ethnic discrimination and employee performance ($r = -.248$, $p < 0.05$).

The third objective of the study sought to assess employees' views on the impact of workplace discrimination on employees' performance in private companies in Ghana. The results of the study revealed that racial discrimination significantly and negatively predict employee performance ($R^2 = -.249$, $p < 0.001$), hence hypothesis one of the studies was supported. It also revealed that gender discrimination insignificantly and negatively predict employee performance ($R^2 = -.090$, $p > 0.05$), hence hypothesis two of the study was not supported. In furtherance, the results revealed that disability discrimination significantly and negatively predict employee performance ($R^2 = -.451$, $p < 0.001$), hence hypothesis three of the study was supported. Moreover, the results of the study revealed that age discrimination insignificantly and positively predict employee performance ($R^2 = .088$, $p > 0.05$), hence hypothesis four of the study was not supported. Finally, the results of the study revealed that ethnic discrimination insignificantly and positively predict employee performance ($R^2 = .151$, $p > 0.05$), hence hypothesis five of the study was not supported.

5.2 Conclusions

This study provided an overview and relevant discussion on workplace and employee performance within academic literature. It has brought to bear relevant information that could inform policies in relation to addressing workplace discrimination while

improving employee performance levels. Based on the findings obtained, the study concludes that organizational productivity and performance are affected by employee performance and such employee performance is affected by workplace discrimination. The survey conducted in private companies in Ghana revealed that employees (both male and female), when discriminated perform poorly. Therefore statistical tools employed correlation and regression analysis and model summary show the significant relationship between workplace discrimination and employee performance. All hypotheses proved and claimed about significant association and relationship between workplace discrimination and employee performance.

5.3 Recommendations for Practice

Based on the findings of the study, the researcher recommends that;

1. Management of the various organizations should provide training programmes for their employees. Since it is extremely imperative to properly train all personnel and managers to ensure that they are familiar with discrimination laws. This will help to ensure that in the discharge of their duty or a meeting between managers and subordinates discrimination is reduced to the minimum. Some laws that personnel and managers should be familiar with are the Labour Act, Civil Rights Act, and the police code of conduct.
2. Management must attach the uncomfortable topic of discrimination in their handbook and conditions of service. They must be clear about what is considered discriminatory and what the consequences are for any person found violating the policy. Again, in this step, it is imperative to treat all employees the same regarding discrimination claims. It is also very important to take all claims seriously and conduct a thorough and proper investigation.

3. Additionally, the management must have a written termination policy that explains how and why employees can be terminated concerning discrimination. However, management must not lose sight of the fact that some level of discrimination is required for decision-making. For instance, during the recruitment and selection of their organization, some level of discrimination is allowed to pave way for the right people to be selected.
4. The human resource managers should be careful while hiring and promoting employees and providing facilities to employees to avoid any workplace discrimination because it has a direct relationship with employee performance.

5.4 Recommendations for Future Studies

Although the study provides useful insight into workplace discrimination and performance among employees of selected private companies in Ghana, the results cannot be generalized to the private companies in Ghana. This is because the study relied on the opinions and suggestions of employees in selected private companies in Ghana. The study, therefore, recommends that further research should focus on broader-based research by including other private institutions within the country. This would help strengthen the generalization of findings across the private institutions in the country.

REFERENCES

- Aguinis H. (2004). *Test score banding in human resource selection: Legal, technical, and societal issues*. Westport, CT: Quorum.
- Alpert, Y., (2011). *Managing human resource, productivity, quality of work life, profits (4th edition)*. Washington D.C.: McGraw Hill Internationals.
- Anderson, A.J., Ahmad, A.S., King, E.B, Lindsey, A.P., Feyre, R., Ragone, S. & Kim, S. (2015). The effectiveness of three training strategies to reduce the influence of bias in evaluations of female leaders. *Journal of Applied Social Psychology*, 45, 522-529.
- Ashburn-Nardo, L., Morris, K. A., & Goodwin, S. A. (2008). The confronting prejudiced responses (CPR) model: Applying CPR in organizations. *Academy of Management: Learning and Education*, 7, 332-342
- Australian Human Rights Commission (2014). *Workplace discrimination, harassment and bullying*. Uteria: SYDNEY.
- Babbie, T. (2007) A review of discrimination in employment and workplace. *ASA University Review*, 4(2), 137-150.
- Channar, Z. A, Abbassi, Z. & Ujan, I. A. (2011). Gender discrimination in workforce and its impact on the employees. *Pakistan Journal of Commerce and Social Sciences*, 5(1), 177-191.
- Childs, (2005). Improving employee productivity and efficiency. *Environment Finance Review*, 52-55
- Denissen, G. & Saguy, Y. (2014). A review of discrimination in employment and workplace. *ASA University Review*, 4(2), 137-150.
- Devah, T. (2009). Studying intergroup relations embedded in organizations. *Administrative Science Quarterly*, 27, 5–65.
- O'Neil, (2004). Impact of workplace discrimination on organizational performance. *International Journal of Advanced Research in Management and Social Sciences*, 5(1), 173-182.
- Devah, C. (2009). Effect of distributive justice, procedural justice and organizational trust on affective commitment. *Inter-Disciplinary Journal of Research in Business*, 2(8), 61- 66.
- Dwomoh, G., Owusu, E. E., & Mensah, A. F. (2015). Workplace discrimination and its influence on employees' performance: The case of Ghana. *International Journal of Information, Business and Management*, 7(3), 226.
- Gill, M. J. (2019). The significance of suffering in organizations: Understanding

- variation in workers' responses to multiple modes of control. *Academy of Management Review*, 44(2), 377-404.
- Hemphill, H., & Haines, R. (1997). *Discrimination, harassment, and the failure of diversity training: What to do know?* London: Greenwood Publishing Group.
- Jayaratne, S. (1993). *The antecedents, consequences, and correlates of job satisfaction*. In R. T. Golembiewski (Ed.), *Handbook of organizational behavior*. New York: Marcel Dekker.
- Lee, Y., Li, J. Y. Q., & Tsai, W. H. S. (2021). The role of strategic internal communication in workplace discrimination: A perspective of racial minority employees. *International Journal of Strategic Communication*, 15(1), 37-59.
- Leach, D.J., Rogelberg, S.G., Warr, P.B. and Burnfield, J.L. (2009). Perceived meeting effectiveness: the role of design characteristics. *Journal of Business and Psychology*, 24, 65-76.
- Lindlof, T.R. & Taylor, B.C. (2002). *Qualitative communication research methods*, 2nd ed. Sage: Thousand Oaks, CA.
- Luong, A. & Rogelberg, S.G. (2005). Meetings and more meetings: the relationship between meeting load and the daily well-being of employees. *Group Dynamics: Theory, Research, and Practice*, 22(1), 58-67.
- Malhotra, R. (2007). The challenge of cultural diversity: Harnessing a diversity of views to understand multiculturalism. *Academy of Management Review*, 21, 434-462.
- Monnette C. R., Timmermans, B. & Kristinsson, K. (2002). Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Review*, 21, 402-433.
- Muthuveloo, R., Shanmugam, N., & Teoh, A. P. (2017). The impact of tacit knowledge management on organizational performance: Evidence from Malaysia. *Asia Pacific Management Review*, 22(4), 192-201.
- Olajide, E. (2014). The challenge of cultural diversity: Harnessing a diversity of views to understand multiculturalism. *Academy of Management Review*, 21, 434-462.
- Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management*, 49-54.
- O'Reilly, C.A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification and internalization on prosocial behaviour. *Journal of Applied Psychology*, 71, 492-499.
- Omoh, F. (2015). Age diversity and the future of workforce in Nigeria. *European Journal of Economics*, 30.

- Preacher, K.J., Rucker, D.D., MacCallum, R.C. & Nicewander, W.A. (2005). Use of extreme groups approach: a critical re-examination and new recommendations. *Psychological Methods*, 10(2), 178-92.
- Rogelberg, S.G., Scott, C. & Kello, J. (2007). The science and fiction of meetings. *MIT Sloan Management Review*, 48, 18-21.
- Rogelberg, S.G., Leach, D.J., Warr, P.B. & Burnfield, J.L. (2006). Not another meeting! Are meeting time demands related to employee well-being? *Journal of Applied Psychology*, 91, 86-96.
- Rogelberg, S.G., Allen, J.A., Shanock, L., Scott, C. & Shuffler, M. (2010). Employee satisfaction with meetings: A contemporary facet of job satisfaction. *Human Resource Management*, 49(2), 149-72.
- Romano, N. C. Jr & Nunamaker, J. F. Jr (2001). *Meeting analysis: findings from research and practice. Paper presented at the 34th Annual Hawaii International Conference on System Sciences*. Maui, Hawaii.
- Robinson, D., Perryman S., & Hayday, S. (2004). *The drivers of employee engagement report 408*. UK: Institute for Employment Studies.
- Robinson, D. (2004). *Defining and creating employee commitment: A review of current research*. Institute for Employment Studies, UK.
- Schriesheim, C., & Tsui, A.S. (1980). Development and validation of short satisfaction instrument for use in survey feedback interventions, in perceptions of politics and perceived performance in public and private organizations: A test of one model across two sectors. *Policy and Politics*, 33(2), 251-276.
- Sekeran, U. (2003). *Research methods for business*. NJ: John Wiley & Sons.
- Shahid, A., & Azhar, S.M. (2013). Gaining employee commitment: Linking to organizational effectiveness. *Journal of Management Research*, 5(1), 250-268.
- Shiverick, B., Janelle, P., & Anichini, M.N. (2009). *Cultivating employee commitment to achieve excellence*. An AAHSA White Paper, NY Times.
- Spector, P.E. (1997). *Job Satisfaction: Application, assessment, causes and consequences*. Thousand Oaks, CA: SAGE.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1), 46-56.
- Schwartzman, H.B. (1986). The meeting as a neglected social form in organizational studies, In: *Staw, B.M. and Cummings, L.L. (Eds), Research in organizational behavior*. Greenwich: JAI Press.
- Sims, H.P. Jr & Lorenzi, P. (1992). *The new leadership paradigm: Social learning and cognition in organizations*. Sage: Newbury Park, CA.

- Strauss, A. & Corbin, J. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Sage: Newbury Park, CA.
- Tobia, P.M. & Becker, M.C. (1990). Making the most of meeting time. *Training and Development Journal*, 44, 34-8.
- Tracy, K. & Dimock, A. (2003). Meetings: discursive sites for building and fragmenting community. *Communication Yearbook*, 28, 127-65.
- Polit, W. & Hungler, Y. (1995). Exploring the effects of intragroup conflict and past performance feedback on team effectiveness. *Journal of Managerial Psychology*, 20 (3/4), 231-244.
- Punch, Y. (2000). Task conflict and relationship conflict in top management teams: the pivotal role of intragroup trust. *Journal of Applied Psychology*, 85,102-111.
- Sualihu, K. & Bintu, Y. (2014). The consequences of perceived discrimination for psychological well-being: A meta-analytic review. *Psychological Bulletin*, 140(4), 921.
- Sungjoo, G. & Rainey, R. (2010). Transformational leader behaviors and emotional intelligence in relation to workplace discrimination, effects on followers' trust in leader, satisfaction, and organizational citizenship behavior. *Leadership Quarterly*, 1(2), 107-142.
- Tesfaye, T. (2010). The impact of the manager's workplace discrimination on organizational performance. *Management theory and studies for rural business and infrastructure development*, 38(1), 58-69.
- Tomazevic, N., Seljak, J., & Aristovnik, A. (2014). Factors influencing employee satisfaction in the police service: The case of Slovenia. *Personnel Review*, 43 (2), 209-227.
- Tumwesigye, G. (2010). The Relationship between perceived organizational support and turnover intentions in a developing Country: The mediating role of organizational commitment. *African Journal of Business Management*, 4(6), 942-952.
- Vandenberg, R., & Lance, C. (1992). Satisfaction and organizational commitment. *Journal of Management*, 18, 153-167.
- Vigoda, G. E. (1999). Politics and the workplace: An empirical examination of the relationship between political behavior and work outcomes. *Public Productivity and Management Review*, 22 (3).
- Vigoda, G. E. (2002). Stress related aftermaths to workplace politics: An empirical assessment of the relationship among organizational politics, job stress, burnout, and aggressive behavior. *Journal of Organizational Behavior*, 23, 571-591.

- Vigoda, G. E., & Kapoon, D. (2005). Perceptions of politics and performance in public and private organizations: A test of one model across two sectors. *Policy & Politics*, 33, 251-276.
- Walker Information Inc. (2000). *Employee commitment and the bottom line: Ethical issues in the employer employee relationship*. USA: Work.
- Wooldridge, J. (2002). *Econometrics analysis of cross section and panel data*. Cambridge, Massachusetts, USA: The MIT Press.
- Zahariah, M. Z., Razanita, I., & Erlane, K.G. (2009). The influence of corporate culture on organizational commitment: A Study on a Malaysian listed company. *European Journal of Economics, Finance and Administrative Sciences*, 1(17), 16-26.
- Zheng, W., Sharan, K., & Wei, J. (2010). New development of organizational commitment: A critical review (1960-2009). *African Journal of Business Management*, 4(1), 12-20.
- Ziauddin., Khan, M.R., Jam, F.A., & Hijazi, S.T. (2010). The impacts of employees' job stress on organizational commitment. *European Journal of Social Sciences*, 13(4), 617-622.

I have heard people make unfriendly remarks about my religion	1	2	3	4	5
People assumed things about me because of my religion	1	2	3	4	5
Gender Discrimination					
Men are recruited more easily than women	1	2	3	4	5
Men and women are treated equally in their area of specialty	1	2	3	4	5
People are harassed and bullied due to their gender	1	2	3	4	5
Men are promoted more frequently than women	1	2	3	4	5
Men are given more pay and benefits than women	1	2	3	4	5
Men and women are allocated different jobs	1	2	3	4	5
Men are given more opportunities for job development than women	1	2	3	4	5
Women are laid-off more than men	1	2	3	4	5
Disability Discrimination	1	2	3	4	5
People with a disability find it harder than others to make new friends	1	2	3	4	5
People with a disability have problems getting involved in society	1	2	3	4	5
People with a disability are a burden on employers	1	2	3	4	5
people with a disability are a burden in the workplace	1	2	3	4	5
people often make fun of disabilities	1	2	3	4	5
People with a disability are easier to take advantage of (exploit or treat badly) compared with other people	1	2	3	4	5
people tend to become impatient with those with a disability	1	2	3	4	5
people tend to treat those with a disability as if they have no feelings	1	2	3	4	5
Having a disability can make someone a stronger person	1	2	3	4	5
Having a disability can make someone a wiser person	1	2	3	4	5
people with a disability are more determined than others to reach their goals	1	2	3	4	5
Some people achieve more because of their disability	1	2	3	4	5
people should not expect too much from those with a disability	1	2	3	4	5
People with a disability should not be optimistic (hopeful) about their future	1	2	3	4	5
People with a disability have less to look forward to than others	1	2	3	4	5
Employing people with disabilities improves company's image	1	2	3	4	5
People with disabilities do not want to work, they do not look for a job	1	2	3	4	5
People with disabilities work less efficiently than people without any disabilities	1	2	3	4	5
Age discrimination	1	2	3	4	5
Elderly workers are passed over/left out in cases of promotion or internal recruitment	1	2	3	4	5
Elderly workers do not have equal opportunities for training during work time	1	2	3	4	5
Younger workers are preferred when new equipment, activities or working methods are introduced	1	2	3	4	5
Elderly workers less often take part in development appraisals with their superior than younger workers	1	2	3	4	5
Elderly workers have less wage increase than younger workers	1	2	3	4	5
Elderly workers are not expected to take part in change processes	1	2	3	4	5

and new working methods to the same degree as their younger peers					
Employers often replace older employees with younger ones stating that the company wants “fresh” and “innovative” perspectives	1	2	3	4	5
Many employers replace dedicated and loyal employees with longevity at the company because they can pay someone else a lesser salary and to defray the costs of health insurance benefits because premiums are higher for an older workforce.	1	2	3	4	5
Ethnic Discrimination					
Ethnic group is viewed positively by others	1	2	3	4	5
Others think that my ethnic group is unworthy	1	2	3	4	5
others respect my ethnic group	1	2	3	4	5
Most consider my group more effective than others	1	2	3	4	5
Glad to be a member of my ethnic group	1	2	3	4	5
Often regret that I belong to my ethnic group	1	2	3	4	5
Being a member of my ethnic group not beneficial	1	2	3	4	5
Group is an important reflection of who I am	1	2	3	4	5
group is an important part of my self-image	1	2	3	4	5
Group has little to do with how I feel about myself	1	2	3	4	5
Group is unimportant to what kind of person I am	1	2	3	4	5

SECTION C: EMPLOYEE PERFORMANCE

Please indicate the extent these statements correspond to your work by circling 1 (Strongly Agree) to 5 (Strongly Disagree)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	2	3	4	5	
The units of output meet organizational expectations	1	2	3	4	5
The units of output under my responsibility correspond to my skills and ability	1	2	3	4	5
The quantity assignment is always fulfilled	1	2	3	4	5
Tasks are normally completed on schedule	1	2	3	4	4
Tasks are carried out within a reasonable amount of time	1	2	3	4	5
The delivery of goods or services is conducted in a timely fashion	1	2	3	4	5
Workers achieve time-related organizational goals	1	2	3	4	5
Tasks are performed attentively and correctly	1	2	3	4	5
Tasks are completed as per the specifications and standards	1	2	3	4	5
Materials and tools meet the set criteria and standards	1	2	3	4	5
Quality inspection is conducted prior to the delivery of goods or services	1	2	3	4	5
Products or services meet the expectations of customers	1	2	3	4	5
The units of output are in sync with the number of employees	2	2	3	4	5