

**UNIVERSITY OF EDUCATION, WINNEBA**

**THE RELATIONSHIP BETWEEN WORKPLACE DISCRIMINATION AND  
TASK PERFORMANCE OF ADMINISTRATIVE STAFF IN THE  
UNIVERSITY EDUCATION, WINNEBA**

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**MASTER OF BUSINESS ADMINISTRATION  
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**UNIVERSITY OF EDUCATION, WINNEBA**

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TASK PERFORMANCE OF ADMINISTRATIVE STAFF IN THE  
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**A thesis in the Department of Human Resources Management, School of  
Business, submitted to the School of Graduate Studies, in partial fulfilment  
of the requirements for the award of the degree of Master of Business  
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## DECLARATION

### Candidate's Declaration

I, Issabella Baidoe, declare that this thesis except quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work and has not been submitted, either in part or whole for another degree elsewhere.

Signature:.....

Date:.....

### Supervisors' Declaration

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

Name of Supervisor: Mr. Isaac Nyarko Adu

Signature:.....

Date:.....



## **DEDICATION**

This thesis is dedicated to my beloved husband, Mr. Robert Benjamin Armah for his love, counsel and financial assistance that propelled me to pursue this postgraduate study. I also dedicate it to my dear son, Egya Mieza for his cooperation.



## ACKNOWLEDGEMENT

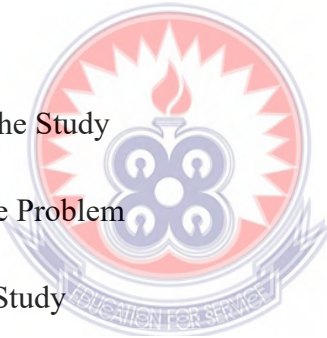
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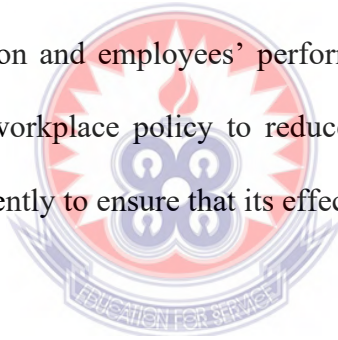
## ABBREVIATIONS

AD	Age Discrimination
ED	Ethnic Discrimination
EP	Employees Performance
GD	Gender Discrimination
RD	Religion Discrimination
PPMC	Pearson Product Moment Correlation



## ABSTRACT

This study explored the impact of workplace discrimination on employees' performance. The descriptive survey research design was employed. The convenience sampling technique was employed to select 100 workers sampled from the administrative staff of the University of Education, Winneba. Questionnaire was used as data collection tool. The data was analysed descriptively by using percentages and inferentially by the correlation analysis thus Pearson Product Moment Correlation coefficients. Results revealed that there was statistically significant negative relationship between gender discrimination and employees' performance, ethnic discrimination and employees' performance and religion discrimination and employees' performance. It was found that there was no significant relationship between age discrimination and employees' performance. It was recommended that Managers should enact workplace policy to reduce discrimination and such policy should be reviewed frequently to ensure that its effectiveness is maintained.



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Overview**

This opening chapter sets the study in context. It presents the background of the study, statement of the problem, purpose of the study, objectives of the study as well as the research hypotheses guiding the study. The chapter further highlights the educational significance, delimitations and limitations of the study and concludes by outlining the organization of the dissertation.

#### **1.1 Background to the Study**

Discrimination in the workplace remains a pressing concern for organizations worldwide. It refers to differential treatment or unfavorable actions based on an individual's attributes such as race, gender, age, ethnicity, religion, disability, or any other protected characteristic. Discrimination in the workplace not only violates fundamental human rights but also has profound implications for employees' well-being, job satisfaction, and organizational performance (Dovidio et al., 2019; Jackson et al., 2016).

These discriminatory practices can occur through biased decision-making processes, unequal opportunities for career advancement, prejudiced behavior, and unequal treatment in terms of pay, benefits, or job assignments. Such discriminatory acts also create an environment that not only undermines the rights and dignity of employees but also adversely affects their job satisfaction, motivation, and overall performance. Several forms of discrimination can impact administrative staff. These forms include gender discrimination, racial discrimination, age discrimination, religious discrimination, and disability discrimination (Dovidio et al., 2019).

Gender discrimination refers to the unequal treatment of individuals based on their gender or sex. It manifests in different ways, such as pay disparities, limited career opportunities, and biased performance evaluations (Heilman & Okimoto, 2007). Such discrimination can result in lower motivation, reduced job satisfaction, and decreased productivity among affected employees (Bendick et al., 2011).

Racial discrimination involves treating individuals unfavorably due to their race or ethnicity. It can manifest through prejudiced hiring practices, unfair promotion decisions, or racially biased interactions. Employees who experience racial discrimination may face feelings of exclusion, decreased job engagement, and diminished performance (Pager et al., 2009).

Age discrimination occurs when employees are treated differently based on their age, typically favoring younger workers over older ones. This form of discrimination can lead to decreased job satisfaction, reduced commitment, and lower productivity, as older employees may perceive limited growth opportunities and feel undervalued (Ng & Feldman, 2010). Religious discrimination involves unfair treatment or prejudice against individuals based on their religious beliefs or practices. This form of discrimination can result in feelings of exclusion, reduced job satisfaction, and decreased organizational commitment among affected employees (Lipponen et al., 2018; Saroglou et al., 2004).

Disability discrimination refers to differential treatment or barriers faced by individuals with disabilities, limiting their access to equal opportunities and fair treatment. It can manifest through inaccessible work environments, exclusion from training and development programs, and biased performance evaluations (Blanck et al., 2017; O'Neill et al., 2011). Employees experiencing disability discrimination may face challenges in their performance and overall job satisfaction.

Organizations are increasingly recognizing the importance of creating inclusive work environments that are free from discrimination. They implement strategies and initiatives to mitigate workplace discrimination and promote diversity, equity, and inclusion. These strategies may include diversity training programs, the establishment of grievance procedures, the implementation of unbiased recruitment and promotion processes, and the fostering of inclusive leadership (Kulik et al., 2019; Richard et al., 2019). Understanding the current practices and initiatives implemented by the Registry to address workplace discrimination can provide insights into their effectiveness and identify potential areas for improvement.

Workplace discrimination is influenced by various contextual factors that are unique to the administrative staff of University of Education, Winneba. These factors may include the organizational culture, the nature of the academic environment, the composition of the workforce, and the prevailing social and cultural norms. Exploring these contextual factors is crucial for understanding how discrimination manifests administrative staff and tailoring interventions and strategies that are relevant and effective within this specific organizational context.

Workplace discrimination is not only an ethical concern but also a legal issue. Legislation and regulatory frameworks are in place in many countries to protect employees from discriminatory practices. These legal provisions often include anti-discrimination laws, equal employment opportunity policies, and affirmative action programs (Equal Employment Opportunity Commission, 2021). Understanding the legal and regulatory framework relevant to workplace discrimination within the context of the Registry is essential for identifying any gaps or areas for improvement in compliance and ensuring that employees' rights are protected. Most jurisdictions prohibit some types of workplace discrimination, often by forbidding discrimination based on certain traits (Dwomoh et al., 2015). Workplace discrimination must not be



confused with legitimate comments and advice (including relevant negative comments or feedback) from managers and supervisors on work performance or work-related behaviour of an individual or group. Employment Discrimination laws seek to prevent discrimination based on race, sex, religion, national origin, physical disability, and age by employers. A growing body of law also seek to prevent employment discrimination based on sexual orientation.

Equal opportunities law aims to create a 'level playing field' so that people are employed, paid, trained, and promoted only because of their skills, abilities and how they do their job (DeCenzo et al., 2016). In this sense however, discrimination sometimes happens when an employer treats one employee less favorably than others. It could mean a female employee being paid less than a male colleague for doing the same job, or a minority ethnic employee being refused the training opportunities offered to white colleagues. Direct discrimination happens when an employer treats an employee less favorably than someone else because of one of the above reasons. Indirect discrimination is when a working condition or rule disadvantages one group of people more than another.

Further, one has the right not to be harassed or made fun of at work or in a work-related setting (e.g. an office party). Harassment means offensive or intimidating behaviour - sexist language or racial abuse, which aims to humiliate, undermine or injure its target or has that effect. Victimization means treating somebody less favourably than others because they tried to make, or made, a complaint about discrimination. For example, it could be preventing you from going on training courses, taking unfair disciplinary action against you, or excluding you from company social events (Harpur, 2014).

Workplace discrimination is a pervasive issue that has far-reaching implications for both individual employees and organizations. Various forms of discrimination, including gender, racial, age, religious, and disability discrimination, can negatively impact employees' task performance, job satisfaction, and overall well-being. By delving into these areas in the background, a more comprehensive understanding of such factors and their impact on employees' task performance in the institution could be unravelled.

## **1.2 Statement of the Problem**

Workplace discrimination not only affects individual employees but also has significant consequences for the overall organizational performance. Research has shown that organizations that fail to address discrimination issues face negative outcomes such as reduced productivity, lower employee morale, increased turnover rates, and damage to their reputation (Byrne & Becker, 2019; Kalev et al., 2006). Discrimination can lead to the creation of a hostile work environment, hindering effective teamwork, collaboration, and innovation (Pless & Maak, 2018).

The administrative staff of University of Education, Winneba plays a crucial role in the administration and management of academic records, admissions, and other essential functions within the university. However, like many other employees suffer from discrimination, administrative staff may also experience various forms of workplace discrimination that can negatively affect its employees' task performance. This is because administrative staff are not immune to the challenges posed by workplace discrimination.

In the literature it is established in many developed countries that when employees experience discrimination in the workplace they feel demoralized,

demotivated, and disengaged, which can lead to lower productivity, higher turnover rates, and decreased job satisfaction (Pless & Maak, 2018; Lipponen et al., 2018). It is therefore a clearly pervasive issue that can have a significant negative impact on employee task performance. However, in Ghana very little investigation has been done to empirically examine the impact of workplace discrimination on employees' task performance. It is believed that discrimination not only violates fundamental human rights but also has detrimental effects on employees and organizations as a whole. Consequently, the researcher found it expedient to empirically investigate workplace discrimination to better understand its impact on employee task performance as it is essential for both academic research and organizational practice.

While there is existing research on workplace discrimination and its effects on task performance in general, there is a lack of studies specifically focused on the administrative staff of University of Education, Winneba. By conducting the research within this specific context, the researcher had the opportunity to contribute to the literature by providing insights into the unique experiences and consequences of workplace discrimination on employee task performance within this particular organizational setting.

Moreover, a number of studies on discrimination have used sampling techniques including simple random sampling and stratified sampling (e.g. Byrne & Becker, 2019). These probability sampling techniques only ensure representativeness but not necessarily getting a sample frame that bears the characteristics being examined. By using convenience sampling approach for selecting participants for this study, the researcher had the advantage of selecting participants (administrative staff) who are directly relevant to the research objectives and have experienced workplace discrimination. This targeted approach brought a deeper understanding of the

relationship between workplace discrimination and task performance by focusing on those directly affected.

Further, other studies on discrimination have employed interviews and observation which may provide biased and limited feedback. By utilizing a questionnaire and conducting a cross-sectional survey, the researcher was able to gather data on employees' perceptions of workplace discrimination and their task performance outcomes. This allowed for a more robust examination of the relationship between discrimination and task performance among administrative staff, providing valuable insights into the specific challenges and implications faced by employees in this organizational context.

Other studies have also used self-reports providing subjective insights, which may be influenced by various biases, such as social desirability or perception biases (Kulik et al, 2019; Lipponen et al, 2018). To overcome this methodological limitation, the researcher incorporated objective task performance measures, such as supervisor ratings and productivity metrics, which provide a more accurate assessment of employees' actual task performance levels. Combining self-report measures with objective task performance indicators can enhance the reliability and validity of the findings and provide a more comprehensive understanding of the relationship between workplace discrimination and task performance outcomes.

### **1.3 Purpose of the Study**

The purpose of the study was to examine the relationship between workplace discrimination and task performance of administrative staff in University of Education, Winneba.

## 1.4 Objectives of the Study

The general objective of this study was to examine the impact of workplace discrimination on employee performance using University of Education, Winneba as a case study. The specific objectives however include to:

1. Examine the relationship between gender discrimination and task performance of administrative staff in UEW.
2. Assess the relationship between age discrimination and task performance of administrative staff in UEW.
3. Find out the relationship between ethnic discrimination and task performance of administrative staff in UEW.
4. Examine the relationship between religious discrimination and task performance of administrative staff in UEW.



## 1.5 Hypotheses

1.  $H_0$ : There is no significant relationship between gender discrimination and task performance of administrative staff in UEW.  
 $H_1$ : There is a significant relationship between gender discrimination and task performance of administrative staff in UEW.
2.  $H_0$ : There is no significant relationship between age discrimination and task performance of administrative staff in UEW.  
 $H_1$ : There is a significant relationship between age discrimination and task performance of administrative staff in UEW.

3.  $H_0$ : There is no significant relationship between ethnic discrimination and task performance of administrative staff in UEW.

$H_1$ : There is a significant relationship between ethnic discrimination and task performance of administrative staff in UEW.

4.  $H_0$ : There is no significant relationship between religious discrimination and task performance of administrative staff in UEW.

$H_1$ : There is a significant relationship between religious discrimination and task performance of administrative staff in UEW.

## 1.6 Significance of the Study

How can managers monitor their prejudicial desires and prevent them from guiding their behaviour? A good first step is to become aware that bias comes in different forms. We may act with prejudice toward groups that we think or feel positively about in some ways. Conversely, the people we mentor from different backgrounds will experience the same workplace differently, depending on the warmth and competence associations imposed on them because of their backgrounds. We may also need to acknowledge having been favoured or given the benefit of the doubt ourselves because of implicit evaluations, more than we will like to admit. In public service, inclusive leadership means venturing beyond one's own perspective. It is not just a matter of fighting blatant, intentional acts of discrimination.

The study will therefore be useful socially, economically and academically. Socially it will enable employees to co-exist peacefully without discriminating against others due to their ethnic background, gender or race. Economically, it will create a healthy climate that will promote productivity. In the academic perspective, the study will add to existing empirical study in the area of discrimination.

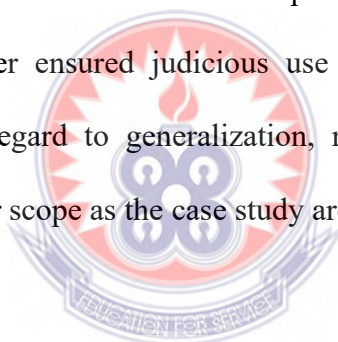
### **1.7 Delimitations of the Study**

Even though the study focused on the relationship between workplace discrimination and task performance of administrative staff in the University of Education, Winneba, only 100 workers were selected for the study.

### **1.8 Limitations of the Study**

The study was not exempted from limitations. Time, logistical and monetary constraints were limitations to the study. Additionally, the case study approach will also mean that results obtained was limited in terms of generalization.

As a way of reducing this effect of limitations, the researcher provided a Gantt chart giving time line for which the various chapters will be submitted. On logistical constraints, the researcher ensured judicious use of limited resources to achieve optimum output. With regard to generalization, recommendations were useful in organizations with similar scope as the case study area.



### **1.9 Scope of the Study**

Workers have made enormous progress toward the goal of achieving equality and respect in their working lives. However, for many women the Ghanaian workplace remains a place of unequal pay and career opportunities, insecurity and fear due to sexual harassment, conflict and discrimination arising out of competing workplace and family care giving responsibilities. The focus of this study was to examine workplace discrimination as it relates to higher educational institution (UEW).

### **1.10 Organization of the study**

This study is organized into five chapters. Chapter one motivates the research, including a discussion on the relationships between workplace discrimination and

employees' performance. The research objectives that guided the study are discussed in this chapter. Chapter Two reviews literature that relates workplace discrimination and employees' performance and conceptual framework that guided this study. Chapter Three is about the research methodology. It discusses the design for the study, population and sample, instruments, and the entire procedure of data collection and analysis. Chapter Four presents the results of the analysed data. Chapter five offers a discussion of the research findings, recommendations based on the research findings, and areas of the future study revealed by the literature review and research study.





## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Overview**

This chapter primarily focuses on the literature review and the varied views on what other authors have written concerning the topic under study. The following are discussed: conceptual and theoretical framework, workplace discrimination, forms of workplace discrimination, effects of perceived discrimination on work attitudes and behaviour, impact of discrimination.

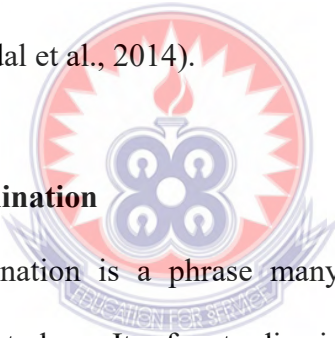
#### **2.1 The Concept of Discrimination**

Discrimination, in its various forms, is a pervasive social issue that affects individuals and communities globally. It involves the unjust and unequal treatment of individuals or groups based on specific characteristics, attributes, or perceived differences. Discrimination can manifest in many areas of life, from employment and education to access to resources and services. This comprehensive review explores the multiple dimensions of discrimination, its profound impact on individuals and societies, and the ongoing efforts to combat and reduce discriminatory practices.

Understanding discrimination requires consideration of its historical and societal context. Discriminatory practices often stem from deeply rooted biases, prejudices, and stereotypes that have persisted over generations. Examining the historical development of discriminatory attitudes and the societal structures that perpetuate them is crucial for addressing the issue (Bonilla-Silva, 2019).

Discrimination has far-reaching consequences for those who experience it. It can lead to reduced self-esteem, increased stress, mental health issues, economic disparities, and social exclusion. Discrimination also creates and perpetuates existing inequalities, resulting in a cycle of disadvantage (Pager & Shepherd, 2008). Discrimination is not limited to specific regions or countries. International efforts to combat discrimination involve the United Nations and organizations like UNESCO, which work to promote equality, tolerance, and the elimination of discrimination on a global scale. Efforts to combat discrimination often involve allyship and advocacy. Allies are individuals who support marginalized groups in their fight against discrimination. Advocacy encompasses a range of actions, from raising awareness to influencing policy changes. These actions are essential for creating a more inclusive and equitable society (Nadal et al., 2014).

### **2.1.1 Workplace Discrimination**

The logo of the University of Education, Winneba, is a circular emblem. It features a central torch with a flame, set against a background of a sunburst. Below the torch are four interlocking circles. The entire emblem is surrounded by a banner with the motto "EDUCATION FOR SERVICE".

Workplace discrimination is a phrase many Human Resource Practitioners condemn and do not want to hear. It refers to discrimination in hiring, promotion, job assignment, termination and compensation. It must be noted that many jurisdictions prohibit some types of workplace discrimination, often by forbidding discrimination based on certain traits (Dwomoh et al., 2015). Employment discrimination (or workplace discrimination) is discrimination in hiring, promotion, job assignment, termination, and compensation. It includes various types of harassment (Sharma et al. 2018). Many jurisdictions prohibit some types of employment discrimination, often by forbidding discrimination based on certain traits (“protected categories”). In other cases, the law may require discrimination against certain groups (Sharma et al. 2018).

In places where it is illegal, discrimination often takes subtler forms, such as wage discrimination and requirements with disparate impact on certain groups. In addition,

employees sometimes suffer retaliation for opposing workplace discrimination or for reporting violations to the authorities.

Discrimination has been with mankind since time immemorial and people have experienced discrimination of one form or the other. Especially in our part of the world, that is Africa and Ghana for that matter, our cultures and some religious beliefs have allowed various forms of workplace discrimination (Dwomoh et al., 2015). According to the provisions of Article 17(3) of the Constitution of Ghana (1992), 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 descriptions 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 (Opcit, 2012).

Organizational leaders must be able to count on the loyalty and top performance of all employees to compete in the changing business markets. A workplace freed from the effects of discrimination is the kind of environment able to enter the business market competition with the potential to successfully grow. Hellen Hemphill and Ray Haines described four basic types of discrimination (Hemphill & Haines, 1997, p.2).

## 2.2 Types of Discrimination

### 2.2.1 Isolated Discrimination

Isolated discrimination refers to individual or sporadic acts of discrimination against specific individuals or groups based on their race, gender, religion or other characteristics. This type of discrimination has been recognized as a significant concern within the workplace. Research has shown that isolated discrimination can have adverse effects on work performance, both for the individuals who experience discrimination and for the overall productivity and morale of the workplace.

Isolated discrimination can manifest in various forms within the workplace, including discriminatory comments, unequal treatment, or even microaggressions. These discriminatory acts can lead to increased stress, reduced job satisfaction, and decreased commitment to the organization among targeted employees.

According to Cortina and Magley (2009), isolated discrimination can create a hostile work environment, leading to a decline in employee well-being and increased turnover intentions. Such instances affect the mental and emotional health of those who experience discrimination and undermine their work performance, making it difficult to concentrate, be productive, and collaborate effectively.

Furthermore, the research conducted by Rospenda et al. (2011) emphasizes the ripple effect of isolated discrimination. It can create a culture of fear and distrust within the workplace, impacting the performance of those who experience discrimination and leading to a general decline in teamwork and organizational performance.

The impact of isolated discrimination is not limited to the individuals directly affected but extends to the organization as a whole. A study by Bell et al. (2011) found that workplace discrimination, even when isolated, can lead to increased absenteeism and reduced employee engagement, which ultimately affects the organization's performance.

In summary, isolated discrimination within the workplace has significant and far-reaching effects on work performance. It contributes to decreased employee well-being, lowers job satisfaction, undermines productivity, and can create a culture of fear and distrust.

### **2.2.2 Small Group Discrimination**

Small group discrimination within the workplace refers to instances where groups of individuals, often based on shared characteristics such as race, gender, or ethnicity, face discrimination or bias. Such discrimination can lead to adverse consequences for both individual employees and overall work performance.

Numerous studies have highlighted the impact of small group discrimination on work performance. The research by Rospenda et al. (2011) underscores that group-based discrimination can hinder effective communication and collaboration within the workplace. When discrimination occurs, affected groups may experience tension, reduced cohesion, and distrust, all of which negatively influence teamwork and group dynamics.

Additionally, Kalev et al. (2006) reveal that small group discrimination can limit opportunities for diverse groups within the workplace, such as minorities or women, to access critical resources, assignments, and promotions. This limited access to career-enhancing opportunities can lead to decreased motivation and job satisfaction among discriminated groups, impacting their work performance.

Also, small-group discrimination also affects work performance by contributing to absenteeism and turnover. The study conducted by Raju and Soman (2002) found that employees who perceive discrimination are more likely to seek alternative employment opportunities, leading to higher turnover rates. This not only results in increased costs for the organization but also disrupts productivity and continuity.

Furthermore, research by Kochan et al. (2003) emphasizes that diversity and inclusion in the workplace are essential for organizational success. Discrimination within small groups not only hinders diversity but also erodes an organization's reputation, making it less attractive to potential employees and customers.

In summary, small group discrimination within the workplace has notable effects on work performance. It obstructs effective communication and collaboration, limits access to opportunities, decreases job satisfaction, and contributes to absenteeism and turnover.

### **2.2.3 Direct Institutional Discrimination**

Direct institutional discrimination occurs when policies, practices, or norms within institutions explicitly favour or disfavour certain groups based on characteristics such as race, gender, or ethnicity. The impact of such discrimination on work performance is a significant concern, both for the individuals affected and the overall functioning of the organization.

Research has consistently demonstrated the negative impact of direct institutional discrimination on work performance. For example, Pager and Quillian (2005) provide evidence that discriminatory employment practices, such as racial profiling and biased hiring, not only harm individuals from marginalized groups but also impede workforce productivity and overall organizational success. Discriminatory practices can lead to a less diverse and less talented workforce.

Moreover, a research article by Dobbin and Kalev (2016) highlights those institutions with discriminatory practices often suffer from higher turnover rates. Employees subjected to institutional discrimination are more likely to leave the organization, leading to increased costs and disruptions. This results in a loss of institutional knowledge and affects the productivity and continuity of the workplace.

Direct institutional discrimination also leads to lower job satisfaction. A study by Green and Casper (2017) found that employees who perceive institutional discrimination are less satisfied with their jobs and have lower commitment to their organizations. Such decreased job satisfaction can lead to decreased motivation and productivity.

In addition to affecting employees, direct institutional discrimination can tarnish an organization's reputation and reduce its appeal to potential employees and customers. The research by Kalev et al. (2006) emphasizes that organizations with discriminatory policies are seen as less attractive and trustworthy, resulting in a negative impact on their brand and market performance.

In conclusion, direct institutional discrimination negatively affects work performance by limiting diversity, increasing turnover, reducing job satisfaction, and harming an organization's reputation.



#### **2.2.4 Indirect Institutional Discrimination**

Indirect institutional discrimination, often referred to as systemic discrimination, arises when institutional policies and practices unintentionally result in disparities and disadvantages for certain groups based on characteristics such as race, gender, or ethnicity. This form of discrimination, while not explicit, has a profound impact on work performance, affecting both employees and the overall functioning of the organization.

Research has consistently shown that indirect institutional discrimination has adverse effects on work performance. For instance, the study by Charles et al. (2009) demonstrates how subtle biases and disparities in promotion and advancement opportunities based on gender or race can lead to decreased job satisfaction and

motivation among affected employees. Such disparities hinder career development, resulting in a loss of talent for the organization.

Moreover, research conducted by Kang et al. (2016) highlights that indirect institutional discrimination contributes to unequal access to resources and opportunities. When certain groups face barriers in areas such as training, mentorship, or project assignments, it results in a less skilled and less diverse workforce, ultimately impacting productivity and innovation.

Indirect institutional discrimination has also been linked to increased turnover rates. The study by Puhl et al. (2018) suggests that employees who experience disparities and bias in the workplace are more likely to seek alternative employment opportunities, causing higher turnover rates and disrupting organizational continuity.

In addition to its impact on individuals, indirect institutional discrimination harms an organization's reputation and market performance. Dobbin and Kalev (2016) emphasize that organizations with practices that result in disparities are seen as less inclusive and attractive, leading to negative effects on brand image and competitiveness.

In conclusion, indirect institutional discrimination has negative effects on work performance by hindering career development, limiting access to resources, increasing turnover, and affecting an organization's reputation.

Hellen Hemphill and Ray Haines also described the following types of indirect discrimination which are disabilities discrimination, age discrimination, sexual harassment, race discrimination, sexual orientation discrimination and gender discrimination (Hemphill & Haines, 1997).



## **2.3 Discrimination at the Workplace**

For the purpose of the present study, Workplace Discrimination has been discussed with the help of following dimensions:

### **2.3.1 Gender Discrimination**

Even though there are regulations that are used to promote equality within the workplace, discrimination is still rampant. Women still do not measure up to men when it comes to income, employment rates and occupational range. Women's average salary is 72 to 88 percent of men's, even when variables such as education, age, position level and job tenure are considered (Adja-Kwaku et al. 2013). In most countries, the glass ceiling is ever present for women and the wage differences are significant compared to men. Based on a report by Catalyst in 2005, only "one in fifty-eight women were CEOs in the Fortune 500; an additional nine were CEOs in Fortune 501-1000 companies" (Michael, Daniels, and Barry 2007). Women are also more likely to be stuck in low-paid but more secure positions (i.e., education and healthcare). Historically the rate of employment for women was lower; however, due to the late 1800s recession the participation of women in the workforce has surpassed that of men. "Discrimination can occur at every stage of employment, from recruitment to education and remuneration, occupational segregation, and at time of layoffs" (Adja-Kwaku et al. 2013).

### **2.3.2 Age Discrimination**

The notion that "older workers" have had their day and should make room for the next generation is deeply ingrained in today's workforce. Age discrimination in the work place occurs when one employee is treated differently from another due to age. It is one of the fastest growing fields of law. While the overall number of claims has increased, the number of age discrimination claims often keeps up with general

economic conditions and employment layoffs. It is normal that when layoffs occur, discrimination claims go up as well, some of which are legitimate and some of which are not. Companies who discriminate based on age tend to believe that older workers are less flexible and less willing to learn new tools and technologies, and that younger workers tend to be more dedicated, hardworking and detailed oriented. Solving the problem of age discrimination in the work place involves three things: understanding the problem, educating the public on age discrimination, and finding ways to address and overcome the issue.

### **2.3.3 Ethnic Discrimination**

There has been growing scientific interest in examining the perception of racial or ethnic discrimination and its contribution to productivity. Discrimination has been defined as the exclusion of some groups from the sharing of power, income and satisfaction or the unequal treatment of some groups (Ferrer et al. 2019). Discrimination has often interpreted in a very broad manner and clearly described as an outcome driven by a wide range of different, sometimes overlapping, processes (Adja-Kwaku et al. 2013). In many instances within the workplace, these processes operate conterminously to undermine the value and productivity of specific groups of employees (Ferrer et al. 2019). Most studies found that discrimination in all its forms prevents individuals from accessing, or progressing within, the labour market (ACAS, 2004; Age Concern Policy Unit, 2004). SEEDA (2006) reported that racial or ethnic discrimination in the workplace has a huge impact both at individual and organization levels. It has been estimated that at any one time around 500,000 people are suffering from work related stress at a level that makes them ill (HSE, 2005).

### **2.3.4 Religious Discrimination**

Religious discrimination is a pervasive and deeply concerning issue that affects individuals and communities worldwide. Religious discrimination takes various forms, including exclusion, harassment, bias, and violence against individuals or groups based on their religious beliefs or practices. The prevalence of such discrimination is widely documented, but exact figures vary by region and context.

Religious discrimination has multifaceted effects on individuals and communities, encompassing psychological, social, and economic dimensions. For example, according to Hasan and Ahmed (2019), discrimination based on religion can lead to heightened levels of stress, anxiety, and a diminished sense of belonging for those targeted.

In addition, Berthold and Joseph (2018) point out that, religious discrimination may result in the social exclusion of marginalized groups, hindering their participation in various aspects of society, from employment to education. The authors added that religious discrimination can affect an individual's economic well-being by limiting their access to job opportunities, promotions, and fair wages.

## **2.4 Conceptual Review**

### **2.4.1 The Concept of Employee Task Performance**

Employee task performance is a crucial element in organizational success and is often considered as one of the key dimensions of overall job performance. It encompasses the activities and behaviors that are directly related to an employee's job duties, responsibilities, and role within an organization. Task performance can be broken down into two main categories: in-role performance and extra-role performance.

In-role performance refers to the core job responsibilities and tasks that are formally prescribed for an employee in their job description. This concept is central to understanding how employees fulfill their basic job requirements. It includes tasks such as completing assigned projects, meeting deadlines, and adhering to established protocols. In a study conducted by Borman and Motowidlo (2007), in-role performance was identified as one of the key components of overall job performance. Employees who consistently excel in their in-role performance are considered to be contributing positively to the organization.

Extra-role performance, also known as organizational citizenship behavior (OCB), goes beyond an employee's formal job description. It involves voluntary behaviors and activities that contribute to the overall functioning and effectiveness of the organization. Examples of OCB include helping colleagues, mentoring new employees, and suggesting process improvements. Organ (2008) defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

When assessing the impact of workplace discrimination on employees' task performance, it is essential to recognize that discriminatory experiences can significantly affect both in-role and extra-role performance. Several studies have highlighted the relationship between workplace discrimination and task performance. A study by Jackson et al. (2015) found that experiences of discrimination are negatively correlated with in-role performance, as employees who face discrimination may become demotivated and disengaged, leading to reduced job productivity.

Research by Cortina (2017) demonstrated that workplace discrimination can also influence extra-role performance. Employees who feel they are treated unfairly may be

less likely to engage in prosocial behaviors that go beyond their formal job duties, such as helping colleagues or contributing to a positive work environment.

Additionally, a study by Konrad et al. (2017) found that employees who perceive a higher level of discrimination at work may be more prone to absenteeism and turnover, further impacting their task performance and overall contributions to the organization.

Understanding the dynamics between workplace discrimination and employee task performance is vital for organizations aiming to create a fair and inclusive work environment. It is clear that workplace discrimination can have a detrimental effect on employees' ability to perform their core job responsibilities and engage in discretionary, extra-role behaviors that benefit the organization.

## **2.5 Theoretical Review**

### **2.5.1 Social Identity Theory**

Social Identity Theory, developed by Tajfel and Turner in the 1970s, is a psychological theory that explores how individuals perceive and categorize themselves and others into social groups. It emphasizes the role of group membership in shaping our self-concept and behaviour. This theory has been influential in understanding various social phenomena, including inter-group relations, prejudice, discrimination, and group dynamics.

Social Identity Theory posits that individuals categorize themselves into various social groups based on shared characteristics, such as race, ethnicity, gender, religion, nationality, or even membership in sports teams or organizations (Hogg & Abrams, 2006). These groups provide a sense of belonging and self-esteem. People tend to

evaluate their own group positively and may engage in social comparison between their group and other groups (Tajfel & Turner, 1979).

### 2.5.2 Key principles of Social Identity Theory

- **Social Categorization:** People naturally categorize themselves and others into social groups to simplify social complexity (Hogg & Abrams, 2006). For example, individuals might categorize themselves as “Ghanaians,” “students,” or “fans of a particular sports team.”
- **Social Identification:** Once individuals categorize themselves into a group, they identify with that group and perceive it as an essential part of their self-concept (Hogg & Abrams, 2006). This identification leads to a sense of belonging and self-esteem associated with the group.
- **Social Comparison:** Individuals often compare their group with other groups. They tend to favour their in-group (the group they belong to) over out-groups (groups they do not belong to), leading to in-group bias (Tajfel & Turner, 1979).
- **In-Group Favouritism:** Social Identity Theory predicts that people will favor their in-group and seek to enhance its status or positive distinctiveness compared to out-groups (Tajfel & Turner, 1979).
- **Out-Group Derogation:** To bolster the perceived superiority of their in-group, individuals may engage in out-group derogation, which involves negative stereotypes and prejudice against out-groups (Tajfel & Turner, 1979).

### 2.6 Empirical Review

Abbas et al. (2011) evaluated the influence of Gender discrimination on employee performance in Nigeria, three dimensions of gender discrimination are included in this research that is hiring discrimination, promotion discrimination and facilities

discrimination. Data was obtained by 200 telecom supervisors of Pakistani industry. Further utilizing the quantitative to analyse the study data i.e., correlation & regression tools. The study discovered that gender discrimination in promotion and facilities are more responsible for the level of employee performance.

Akua and Cecilia (2015) evaluated the issue of gender discrimination in the work place specifically, to assess how gendered assumptions affect women and to find out the factors affecting women's participation in Higher Education (HE) management and to ascertain whether prejudices regarding gender occur in the professional setting and how it hinders women's advancement into top ranking management positions. Interviews were conducted with primary data gathered upon interviews with ten women administrative professionals in five public universities in Ghana, are used to assess gender discrimination and the way it has affected the individuals and their careers. The findings from the study revealed that women are indeed underrepresented in the management of higher education institutions in Ghana.

Omoh, et al., (2015) evaluated workplace discrimination and its influence on employees' performance in Ghana. Questionnaires were collected from 159 employees drawn from 5 different organizations in 5 different sectors on whether discrimination at the workplace has any influence on employees' performance. A chi square test statistic ( $\chi^2$ ) 1.91 was calculated which the result was less than the critical value of 3.841. This makes the study accept the null hypothesis and concluded that employees in Ghana do not see workplace discrimination as strange actions by managers that will influence their performance negatively.

Uzma (2004) found out that identity is created through the society, environment and parents. It is a two-way process - how people view you and how you view yourself. 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 the society. Because of this reason females cannot suggest or protest. This is the first step of subjugation and suppression. According to her, even the educated females have the 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.

Sahdat et al. (2011) evaluated the impact of workplace discrimination on job satisfaction and productivity. It was discovered that workplace discrimination is positively correlated with the job satisfaction increasing employee's performance and organization productivity. It has been noticed that job satisfaction and positive feeling increase desired expansion.

Ugoani (2016) investigated the relationship between workplace discrimination and organizational competitiveness: management model approach. The survey research design was used to explore the relationship between workplace discrimination and organizational competitiveness. The study found that workplace discrimination has strong positive relationship with organizational competitiveness.

Shahhossa, et al. (2012) examined the effect of workplace discrimination on the job performance of the individuals from a theoretical viewpoint. More specifically, it embarks on the link between the nature of workplace discrimination and the job performance. The study discovered a positive correlation between workplace discrimination and job performance.

## **2.7 Impact of discrimination on a Person's Behaviour**

In a similar study by Maddox (2013), discrimination at work was found to lead to decreased job performance and lower productivity. This in turn affects the



employee's level of satisfaction and morale. Passive behavioural responses can also be demonstrated by how some victims respond to the discrimination at work. Passive behavioural responses would be either accepting the abuse or ignoring the abuse. An unsupportive employment environment can also lead to feelings of anger when if held inside, can lead to outbursts both at work and at home. Grappling with discrimination can lead to an assortment of suffering for others.

Overall, there is no doubt that discrimination in the workplace adversely affects a person's behaviour, physical and mental health. For employees to be happy and satisfied, it would benefit employers to take active roles in preventing discrimination on the job (Rosenblat et al., 2016). Discrimination in the workplace negatively affects businesses in that discriminatory policies can hurt a company's reputation. A business self-limits itself when it restricts advancement to certain groups or types of employees. Speaking negatively about a former employee can be damaging for a potential client.

There is also a direct correlation between loyalty, retention, and discrimination. Employees are more likely to be looking for new jobs when they feel they have been wronged. According to a report on discrimination at the workplace by the International Labour Organization, "workplace discrimination remains a persistent global problem, with new, more subtle forms emerging." Sending wrong signals to potential clients can also cause conflict because customers can sense when employees are not enthusiastic or do not believe in their company. This is one reason that it is important for a job applicant to observe the attitudes of people they wish to work with. Sending positive signals to employees attracts future potential employees" (Adja-Kwaku et al., 2013).

Inequalities suffered by discriminated groups spreads; due to affirmative action policies, a new middle class has been created that consists of formerly discriminated people in some countries but in others, people who are from discriminated groups are frequently involved in the worst jobs, denied benefits, capital, land, social protection,

training, or credit. Discrimination at a workplace can lead to poverty. Discrimination creates a web of poverty, forced and child labor and social exclusion, seeking to eliminate discrimination is indispensable to any strategy for poverty reduction and sustainable economic development (Adja-Kwaku et al., 2013).

## **2.8 Effects 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. However, the phenomenon of workplace discrimination has only recently attracted attention. For example, Tost et al. (2022), 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 women 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. 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 (Liu et al. 2016).

Adamopoulos (2022), 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.

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 (Ahmad, 2018). 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. Bakkaloglu et al., (2021) 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. Similarly, Tost et al., (2022) found that perceived discrimination among women was related to lower feelings of power and prestige on the job. Claassen (2019) 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.

According to Bakkaloglu et al., (2021), 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.

## 2.9 Proposed Conceptual Framework

In today's diverse workplaces, the specter of discrimination casts a profound shadow on employee well-being and organizational performance. Discrimination, in its various forms such as gender, age, ethnicity, and religious bias, not only undermines the fundamental rights of individuals but also significantly hampers the efficacy of task performance within the organizational milieu. Understanding the pervasive impact of discrimination on employees and their work output is critical in fostering inclusive, productive work environments. The conceptual framework suggests the following relationship:

Gender discrimination involves treating individuals differently based on their gender. It can impact task performance by creating an environment where individuals feel undervalued or unsupported. A study by Rudman and Glick (2001) demonstrated that gender discrimination can lead to reduced job satisfaction and engagement, directly affecting task performance.

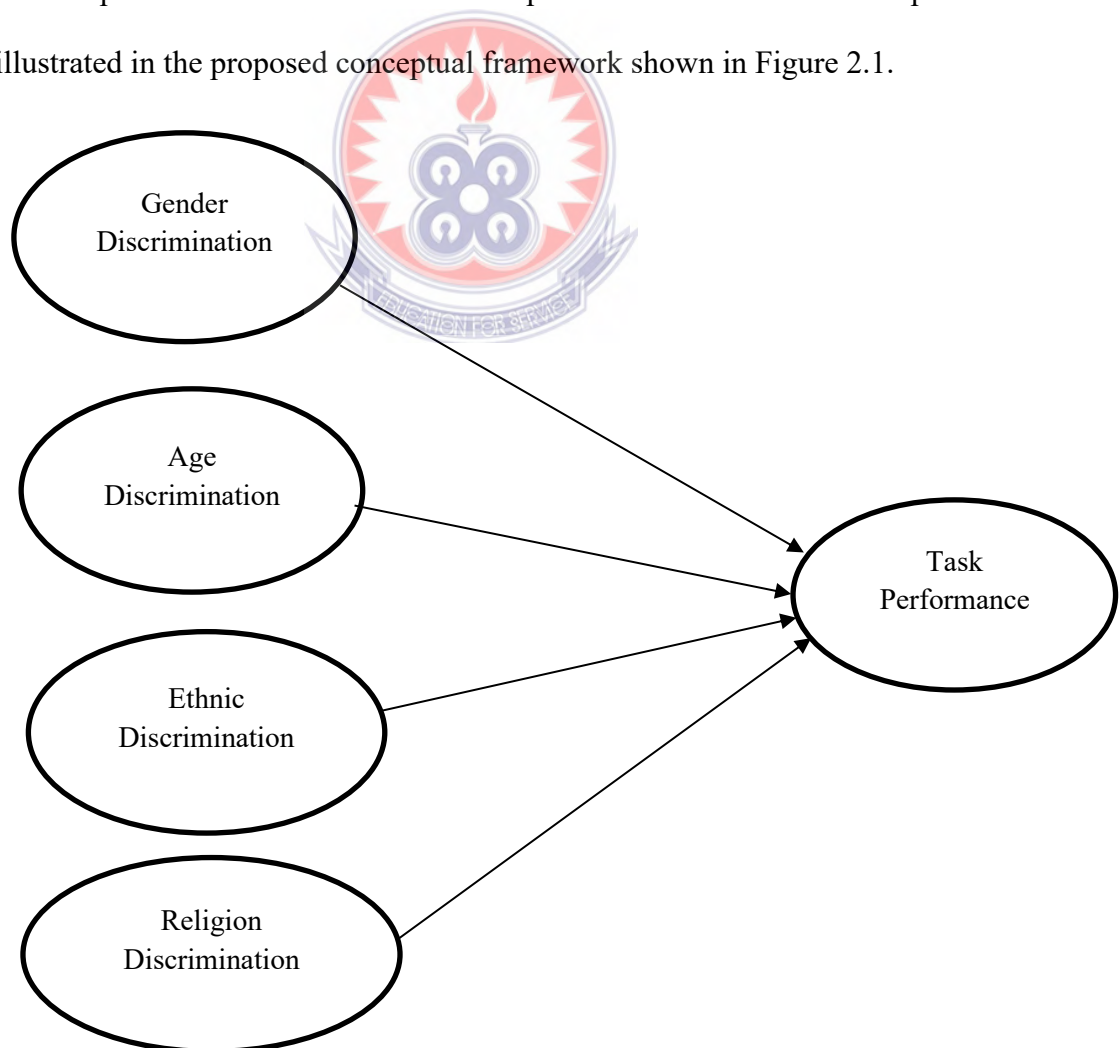
Age discrimination involves treating someone unfavorably due to their age. It can impact task performance by creating feelings of exclusion or a lack of respect. Research by Zaniboni, Truxillo, and Fraccaroli (2013) found that age discrimination can result in decreased motivation and engagement, affecting the quality and quantity of work output.

Ethnic discrimination involves unfair treatment based on someone's ethnic or cultural background. This type of discrimination can directly impact task performance by fostering a hostile work environment and hindering teamwork. A study by Rospenda, Richman, and Shannon (2009) revealed that ethnic discrimination can lead

to increased stress and decreased job satisfaction, ultimately affecting task performance.

Religious discrimination on the other hand involves treating individuals unfairly due to their religious beliefs. This discrimination can impact task performance by causing emotional distress and distraction. A report by the Institute for Social Policy and Understanding (2019) highlighted that religious discrimination can lead to decreased focus and engagement at work, impacting overall productivity.

In summary, workplace discrimination of various forms can directly impact task performance by affecting job satisfaction, motivation, engagement, and overall well-being, thereby influencing an individual's ability to perform at their best. The relationship between various forms of workplace discrimination and task performance is illustrated in the proposed conceptual framework shown in Figure 2.1.



**Figure 2.1: conceptual framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Overview**

This chapter discusses the research design, population and sample as well as the sampling procedures. It also covers the research instruments used and the procedure for data collection. Finally, the method of data analysis is also discussed.

#### **3.1 Research Design**

Every empirical study has either an implicit or an explicit, research design (Yin, 1994). This design, in the most basic sense, is the logical sequence that links an empirical data to the initial research hypothesis of a study and, eventually, to its conclusions (Yin, 2009). The research design, according to Nachmias and Nachmias (1992), is: “a plan that guides the investigator in the process of collecting, analysing, and interpreting observations. It is a logical model of proof that allows the researcher to draw inferences concerning causal relations among the variables under investigation. The research design also defines the domain of generalizability, that is, whether the obtained interpretations can be generalized to a larger population or to different situations” (pp. 77-78).

Research hypothesis, according to Creswell (2003) and Merriam (2009), guide the choice of research methodology. Descriptive survey research design was employed as a strategy of enquiry. Survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population (Creswell 2009). In this study, the survey was used to gather information to explore the impact of workplace discrimination. The researcher used survey because the broad area of survey encompasses any measurement procedures that involve the use of task or

interview on respondents. A survey can be anything from a short paper-and-pencil feedback form to an intensive one-on-one in-depth interview (Trochim, 2006).

The descriptive survey approach to the research helped portray an accurate state of Workplace Discrimination and how it affects employee performance in higher educational institution. The study focused on selected staff or offices within University of Education, Winneba (UEW). This provided a comprehensive strategy for the researcher to make appropriate inferences with respect to workplace discrimination.

### **3.2 Population**

The population of any research is made up of the individual units or an aggregate of those units and sub-unit 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 constituted administrative staff of the University of Education, Winneba. According to Yin (2014), researchers must select participants from the perspective of its convenience, accessibility and geographical proximity. These factors largely influenced the decision to conduct the study with a target population of 810 administrative staff in UEW (UEW Basic Statistics, 2023).

### **3.3 Sampling Procedures and Sample Size**

Due to the large number of respondents involved, coupled with the constraints of time and resources, a sample of the population was selected for the study. Sample for the study were chosen from administrative staff in UEW. This sample was selected by convenience because of its nearness to the researcher and the availability of the workers at the time of data collection. Cohen et al. (2007) stated that convenience sampling involves choosing the nearest individuals to serve as respondents or those

who happen to be available and accessible at the time. The 100 workers were randomly selected. In simple random sampling, each member of the population has an equal chance of being selected. Hence there is a high probability that all the population characteristics would be represented in the sample (McMillan & Schumacher, 2014).

The justification for choosing a sample of 100 administrative staff through simple random sampling from a target population of 810 is that it provides a balance between statistical representativeness and feasibility, allowing for meaningful generalization of findings while being resource-efficient and manageable (Krejcie & Morgan, 1970).

### **3.4 Research Instrument**

The main tool for conducting the research was questionnaires to elicit information from respondents. The questionnaires (See Appendix A) consisted of three (3) sections of questions for different areas or units in the chosen area in the study area. The first part was designed to obtain the demographic characteristics of the participants in the study. As part of the demographic attributes, aspects such as gender, age range, highest academic qualification and staff category were requested. The second section contained series of questions meant to find out the impact of workplace discrimination on employees' performance. There were four (4) themes in the section which were the main discriminate, these are Gender Discrimination (GD), Age Discrimination (AD), Ethnic Discrimination (ED) and Religion Discrimination (RD). The last section was on the Employees' Performance (EP). The questionnaire consisted of 32 items and requested straight forward, concise and answers.

The questionnaire comprised of mainly closed-ended items which demanded respondents to select responses that best apply to them. Its items were on a five-point



Likert scale namely; Strongly Disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA) which employed a grade response to each of the statements. The scores were in the order from minimum (1) to maximum (5), a response of Strongly agree which was highest was scale as 5, Agree was rated 4, Undecided as 3, Disagree scored was 2, whereas Strongly Disagree, the lowest response was scored as 1 for sections B and C. The questionnaire items were adapted from previous studies on Gender Discrimination (Lipponen et al, 2018), Age Discrimination (Heilman & Okimoto, 2007), Ethnic Discrimination (Adja-Kwaku et al., 2013), Religion Discrimination (Hasan & Ahmed, 2019) that have been validated and found to be reliable.

### **3.5 Validity and Reliability**

Reliability and validity of research instruments should be examined and verified to ensure that the instruments are appropriate, useful and effective in identifying and evaluating the relevant data (Wiersma, 2000). Validity refers to the extent to which the research instruments are effectively authentic or truthful. It is a demonstration that a particular research instrument measures what it purports to measure (Mushquash & Bova, 2007; Williams, 2014). According to Cohen et al (2007), threats to validity and reliability can never be completely eliminated; however, the effects of these threats can be mitigated by focusing on validity and reliability. According to Cohen et al. (2007), the instrument must demonstrate content validity by showing that it fairly and comprehensively covers the domain or items it claims to cover. These conceptions and notions of validity informed the validity measures used in this study.

To validate my research instruments, the researcher consulted research work patterning to the current studies. The researcher also consulted the supervisor, other

senior lecturers, and researcher's colleagues for their suggestions before administering the test items. Durrheim (1999) suggests the researcher approaches others in the academic community to check the appropriateness of his or her measurement tools. Finally, the test items were found to be similar to the test items used by other researchers (Lipponen et al, 2018; Heilman & Okimoto, 2007) this was to ensure convergent validity. Vanderstoep and Johnson (2009) stated that to determine to construct validity, the researcher must evaluate convergent validity, which is the extent to which other measures of the same behavior are similar to your measure.

The reliability of an instrument measures the extent to which the variation in scores is due to true differences between people, the characteristic being measured, or random measurement error. It is the tendency of obtaining the same result if it is replicated over time, over instruments, and/or over groups of respondents (Cohen et al., 2011). Therefore, to ensure the reliability of the test items, the researcher used the SPSS (version 25.0) to compute the Cronbach alpha after the pilot study. The Cronbach's alpha was 0.845 indicating that the internal consistence and reliability of the questionnaire was excellent (Brown, 2002)

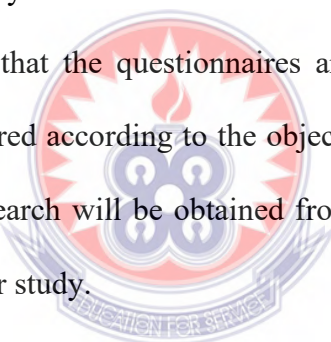
### **3.6 Pilot Study**

A pilot study was conducted on a group of 15 workers. The subjects for the pilot study were selected from the same target population for this study but they were exempted from the actual study. A pilot study is, "A small-scale test of the methods and procedures to be used on a larger scale" (Porta, 2008). The fundamental purpose of conducting a pilot study is to examine the feasibility of an approach that is intended to ultimately be used in a larger-scale study (Leon, Davis, & Kraemer, 2011). Lancaster, Dodd and Williamson (2004) explained how a pilot study can be used to test aspects of

the research including accumulating information prior to the actual research in order to improve its implementation. The pilot study served as the platform for testing the reliability and validity of the research instruments. As the objective of the pilot study was to ensure that the respondents understood the instructions, the questions being asked, the terminologies used, no misleading questions, clarity was observed, and the instrument was reliable to the study.

### **3.7 Data Collection Procedure**

The researcher sorts the assistance of staff in the institution in distributing and collecting the questionnaires. Respondents were given two weeks to complete the questionnaires. The primary data for the research were collected from the staff of the institution, which means that the questionnaires are structured simply and clearly. Questionnaire was structured according to the objectives of the study. The secondary source of data for the research will be obtained from journals and published articles related to the subject under study.



### **3.8 Data Analysis**

The researcher adopted quantitative techniques to analyse the data that were obtained from the field survey. At the end of the entire data collection process, the data were entered into Statistical Package for Social Scientists (SPSS), an integrated, modular software system and full-featured product line for analytical process. A codebook was developed to help in the data entry. Credible checks were conducted and inconsistent data were cleared appropriately.

Analysis based on the objectives of the study was run appropriately. Descriptive statistical tools such as tables, frequencies, percentages were used. Specifically, since

all four research objectives attempts to examine relationship between respective variables, correlational analysis was conducted to establish the exact relationship existing.

### **3.9 Ethical considerations**

The current study investigating the impact of workplace discrimination on employee performance at the University of Education, Winneba, while informative, raises important ethical considerations that warrant discussion.

One crucial ethical consideration in research involving human subjects is informed consent. The researcher obtained informed consent from the participants. The researcher also ensured that participants fully understood the study's purpose, procedures, potential risks, and benefits before agreeing to take part.

Another ethical consideration in this study relates to the confidentiality and anonymity of participants. While the study used questionnaires for data collection, it was essential to ensure that respondents identities remain confidential, especially when dealing with sensitive topics such as workplace discrimination. This included secured storage of data and reporting results in a way that protects participants' identities.

Also, given the sensitive nature of the study focusing on discrimination, there is a potential risk of emotional or psychological harm to participants. Thus, the researcher took measures to minimize such risks and ensure the well-being and dignity of the participants throughout the study. Further, the study employed correlation analysis to explore relationships between discrimination and employee performance. Ethical considerations also extended to the accurate and responsible reporting of data. The Researcher accurately presented findings without misrepresentation or selective reporting that could lead to biased interpretations.

In summary, while the study offers valuable insights into the impact of discrimination on employee performance, it is imperative to acknowledge and address the ethical considerations to safeguard the well-being and rights of the participants, maintain the integrity of the research, and ensure the responsible application of its findings in real-world scenarios.



## CHAPTER FOUR

### DATA ANALYSIS AND RESULTS DISCUSSION

#### 4.0 Overview

The study sought to examine the impact of workplace discrimination on employees' performance. In pursuance of the purposes stated, the following research objectives were formulated to guide the study:

- Examine the relationship between gender discrimination and task performance of administrative staff in UEW.
- Assess the relationship between age discrimination and task performance of administrative staff in UEW.
- Evaluate the relationship between ethnic discrimination and task performance of administrative staff in UEW.
- Examine the relationship between religious discrimination and task performance of administrative staff in UEW.

This chapter focuses on the results of the analyses of the data and discussions on the major findings. The data were organized and presented using Tables, Figures, and descriptive and inferential statistics.

#### 4.1 Demographic Characteristics of Respondents

Information about the demographic background of employees who were sampled for this study covered a wide range of characteristics such as their;

**Gender status:** The gender of the participants was determined by directly asking what gender the participant identified with on the date of filling in the questionnaire. There were 2 options; 1) “*Male*” and 2) “*Female*”.

**Age:** Age was measured by asking the respondent what their age is on the date of filling in the questionnaire. The ages were then categorized by the researcher into 4 categories.

1) 20 – 30 years, 2) 31- 40 years, 3) 41- 50 years and 4) 51- 60 years

**Highest qualification:** The level of education was asked from the questionnaire. respondents' highest level of education they have had were categorized by the researcher into five (5). 1) WASSCE & Equivalent 2) HND 3) Bachelor's degree 4) Master's degree and 5) PhD

**Staff category:** The range of the respondents at the work place was also asked. There were only three categories at the workplace namely; Junior Staff, Senior Staff and Senior Member

**Table 4.1: Demographic Characteristic of Respondent**

Age	Male		Female		Total	
	N	N %	N	N %	N	N %
20 - 30	15	41.7	24	37.5	39	39.0
31 - 40	16	44.4	28	43.8	44	44.0
41 - 50	3	8.3	12	18.8	15	15.0
51 - 60	2	5.6	0	.0	2	2.0
<b>Highest Qualification</b>						
WASSCE & Equivalent	2	5.6	0	.0	2	2.0
HND	0	.0	0	.0	0	.0
Bachelor's Degree	19	52.8	43	67.2	62	62.0
Master's Degree	15	41.7	21	32.8	36	36.0
PHD	0	.0	0	.0	0	.0
<b>Staff Category</b>						
Junior Staff	11	30.6	5	7.8	16	16.0
Senior Staff	19	52.8	47	73.4	66	66.0
Senior Member	6	16.7	12	18.8	18	18.0
<b>Total</b>	<b>36</b>	<b>100.0</b>	<b>64</b>	<b>100.0</b>	<b>100</b>	<b>100.0</b>

Statistics gathered in Table 4.1 showed that out of the one hundred (100) respondents sampled 36% (36) were male and 64% (64) were female. It was also realized that 41.7% (15) of the males and 37.5% (24) of the females were between the ages of twenty and thirty inclusive. More than 50% of both the males and females were between the ages thirty-one and fifty. None of the females was above the age of fifty. Further, looking at the age distribution among the respondents, 83.0% (cumulative percentage) of the respondents were within the active age bracket (20 – 40 years), while only 2.0% were 50 years and above.

Results in Table 4.1 showed that majority, 52.8% (19) and 67.2% (51), of the male and female participants respectively were first degree (Bachelor's degree) holders. It can also be observed that, 41.7% (15) of the males and 32.8% (21) of the females were master's holder. None of the respondents were either HND or PHD holder. Finally, statistics gathered in Table 4.1 on staff category of respondents showed that out of the thirty-six (36) male respondents 30.6% (11) were junior staff, 52.8% (19) were senior staff and 16.7% (6) were senior members. 17.8% (5), 73.4% (47) and 18.8% (12) of the females were junior staff, senior staff and senior members respectively. In all, 16.0% (16) of the total sample were junior staff, 66.0% (66) and 18.0% (18) senior staff and senior members respectively. This clearly shows that majority of the participants were senior staff.

#### **4.2 Research Hypotheses**

The research hypotheses found out the extent of relationship between workplace discriminations (such Gender Discrimination (GD), Age Discrimination (AD), Ethnic Discrimination (ED) and Region Discrimination (RD)) and Employee's Performance



(EP). In order to answer the research hypotheses, Pearson Product Moment Correlation (PPMC) analysis was conducted. The responses on items in section B and section C of the questionnaire instrument (See Appendix A) was used in the analysis. A null ( $H_0$ ) and alternative ( $H_1$ ) Hypotheses were formulated for each question and tested at  $\alpha = 0.05$ . Before Pearson Product Moment Correlation coefficients were calculated, the constructs were subjected to the following assumptions:

The constructs (GD, AD, ED, RD and EP) were measured on the interval scale; thus, they met the level of measurement of assumption.

1. To achieve normal distribution of the data, each variable was determined for normality separately using the Shapiro-Wilk normality test, a histogram and the normal curve using SPSS (See Appendix B)
2. Linearity assumption was tested using a scatter plot and it showed that the linear relationship between the constructs is approximately linear. (See Appendix C)
3. There were no outliers among the data for each construct which signifies that the outlier assumption was met. (See Appendix C)

**Table 4.2: Statistics on Discrimination**

	Mean	Standard Deviation	Skewness	Kurtosis	Cronbach Alpha ( $\alpha$ )
<b>Gender discrimination</b>	9.26	2.529	0.124	0.856	0.712
<b>Age discrimination</b>	7.74	1.993	0.201	0.755	0.832
<b>Ethnic discrimination</b>	12.21	3.329	0.241	0.545	0.698
<b>Religion discrimination</b>	9.27	2.854	0.125	0.854	0.785
<b>Task performance</b>	9.03	2.637	0.234	0.832	0.802

From Table 4.2 the mean for Gender discrimination is 9.26. This indicates that the gender discrimination variable tends to cluster around this average value; a standard deviation (SD) of 2.529 suggests moderate variability in the Gender discrimination variable; skewness of 0.124, close to zero, implies a roughly symmetric distribution of gender discrimination data, with a slight positive skew; and kurtosis of 0.856 indicates that the distribution is moderately peaked (leptokurtic), suggesting that gender discrimination data is relatively concentrated around the mean. Also, Cronbach Alpha ( $\alpha$ ) reliability coefficient of 0.712 suggests moderate internal consistency among the gender discrimination data, indicating that it measures a coherent construct.

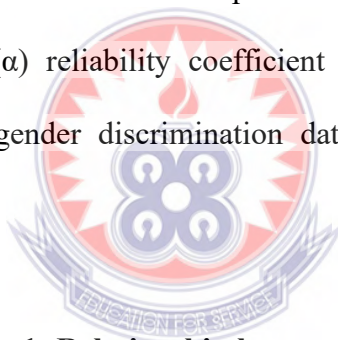
Also, from Table 4.2, the mean age discrimination of 7.74 represents the central tendency of the Age discrimination variable; the standard deviation of 1.993 indicates relatively low variability in age discrimination; skewness value of 0.201 suggests a near-normal distribution of age discrimination data with a slight positive skew; kurtosis of 0.755 implies that the distribution of age discrimination is moderately peaked and has tails of moderate thickness. The high Cronbach Alpha value of 0.832 indicates strong internal consistency for the age variable, reinforcing its reliability.

Furthermore, Table 4.2 presents similar statistics on discrimination by ethnicity. The mean value of 12.21 represents the central tendency of Ethnicity discrimination variable. The substantial standard deviation of 3.329 suggests notable variability in ethnic backgrounds. With a skewness of 0.241, the distribution is slightly positively skewed, indicating that the majority of participants fall within a specific range of ethnicities. Kurtosis of 0.545 suggests that the distribution of ethnicities is moderately peaked and has relatively thinner tails. Cronbach Alpha of 0.698 indicates good internal consistency among the ethnic variables, signifying that it reliably measures ethnicity.

Moreover, the table shows the mean value for the Religion discrimination variable is approximately 9.27, which reflects its central tendency. A standard deviation

of 2.854 suggests moderate variability in religious discrimination. The skewness of 0.125 indicates a slightly positively skewed distribution of religious affiliations and Kurtosis of 0.854 suggests a moderately peaked distribution with somewhat thinner tails. The Cronbach Alpha of 0.785 reflects good internal consistency among the religion data, highlighting its reliability as a measure of religious beliefs.

Lastly, from Table 4.2 the mean for Task Performance is 9.03. This indicates that the Task Performance variable tends to cluster around this average value; a standard deviation (SD) of 2.637 suggests moderate variability in the Task Performance variable. With a skewness of 0.234, the distribution is slightly positively skewed, indicating that the majority of participants fall within a specific range of ethnicities. Kurtosis of 0.832 suggests that the distribution of ethnicities is peaked and has tails of moderate thickness. Also, Cronbach Alpha ( $\alpha$ ) reliability coefficient of 0.802 suggests high internal consistency among the gender discrimination data, indicating that it measures a coherent construct.



#### **4. 3 Research Hypotheses 1: Relationship between GD and EP**

The researcher formulated the following null and alternative hypotheses;

*H<sub>0</sub>*: There is no significant relationship between gender discrimination and task performance of administrative staff in UEW.

*H<sub>1</sub>*: There is significant relationship between gender discrimination and task performance of administrative staff in UEW.

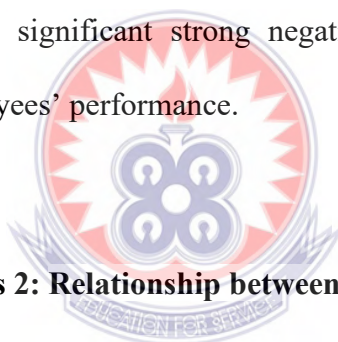
The Pearson Product-Moment Correlation (PPMC) Coefficient between GD and EP are shown Table 4. 3.

**Table 4.3: Relationship between GD and EP**

		<b>GD</b>	<b>EP</b>
<b>GD</b>	Pearson	1	
	Correlation		
	Sig. (2-tailed)		
	N	100	
<b>EP</b>	Pearson	-0.631**	1
	Correlation		
	Sig. (2-tailed)	0.000	
	N	100	

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

Table 4.3 shows the output of the Correlation analysis and whether there is a statistically significant relationship between gender discrimination and employees' performance. It can be seen that the significance value is 0.000 (i.e.,  $p = 0.000$ ), which is less than 0.05 and correlation coefficient of  $-0.631$ . Therefore, it can be concluded that there is statistically significant strong negative relationship between gender discrimination and employees' performance.



#### **4.4 Research Hypotheses 2: Relationship between AD and EP**

The researcher formulated the following null and alternative hypotheses;

$H_0$ : There is no significant relationship between age discrimination and task performance of administrative staff in UEW.

$H_1$ : There is significant relationship between age discrimination and task performance of administrative staff in UEW.

The Pearson Product-Moment Correlation Coefficient between AD and EP are shown

Table 4.4.

**Table 4.4 Relationship between AD and EP**

		<b>AD</b>	<b>EP</b>
<b>AD</b>	Pearson	1	
	Correlation		
	Sig. (2-tailed)		
<b>EP</b>	Pearson	0.120	1
	Correlation		
	Sig. (2-tailed)	0.235	
	N	100	

Information gathered in Table 4.4 shows significance value (*Sig*) of 0.235 and a correlation coefficient (*r*) of 0.120. Since the sig-value is greater the usual rejection threshold value of 0.05 (i.e.,  $p > 0.05$ ), we fail to reject the null hypotheses ( $H_0$ ). This suggests that there is no significant relationship between age discrimination and employees' performance.

#### 4.5 Research Hypotheses 3: Relationship between AD and EP

The researcher formulated the following null and alternative hypotheses;

$H_0$ : There is no significant relationship between ethnic discrimination and task performance of administrative staff in UEW.

$H_1$ : There is significant relationship between ethnic discrimination and task performance of administrative staff in UEW.

The Pearson Product-Moment Correlation Coefficient between ED and EP are shown

Table 4.5.

**Table 4.5 Relationship between ED and EP**

		<b>ED</b>	<b>EP</b>
<b>ED</b>	Pearson	1	
	Correlation		
	Sig. (2-tailed)		
<b>EP</b>	Pearson	-0.551**	1
	Correlation		
	Sig. (2-tailed)	0.000	
	N	100	

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

Table 4.5 shows the output of the Correlation analysis and whether there is a statistically significant relationship between ethnic discrimination and employees' performance. It can be seen that the significance value is 0.000 (i.e.,  $p = 0.000$ ), which is greater than 0.05 and correlation coefficient of  $-0.551$ . Therefore, it can be concluded that there is statistically significant negative relationship between ethnic discrimination and employees' performance.

#### 4.6 Research Hypotheses 4: Relationship between RD and EP

The researcher formulated the following null and alternative hypotheses;

$H_0$ : There is no significant relationship between religion discrimination and task performance of administrative staff in UEW.

$H_1$ : There is significant relationship between religion discrimination and task performance of administrative staff in UEW.

The Pearson Product-Moment Correlation Coefficient between RD and EP are shown Table 4.6.



**Table 4.6 Relationship between ED and EP**

		ED	EP
<b>ED</b>	Pearson Correlation	1	
	Sig. (2-tailed)		
<b>EP</b>	Pearson Correlation	-0.491**	1
	Sig. (2-tailed)	0.000	
	N	100	

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

Table 4.6 shows the output of the correlation analysis and whether there is a statistically significant relationship between ethnic discrimination and employees' performance. It can be seen that the significance value is 0.000 (i.e.,  $p = 0.000$ ), which is greater than 0.05 and correlation coefficient of  $-0.491$ . Therefore, it can be concluded that there

is statistically significant negative relationship between religion discrimination and employees' performance.

#### **4.7 Discussion of Major Findings**

Discrimination has been with mankind since time immemorial and people have experienced discrimination of one form or the other. Especially in our part of the world, that is Africa; Ghana for that matter, our cultures and some religious beliefs have allowed various forms of workplace discrimination (Dwomoh et al., 2015). Therefore, the purpose of the study was to examine the relationship between workplace discrimination and task performance of administrative staff in the University of Education, Winneba. According to Hasan and Ahmed (2019) the different dimensions of workplace discrimination are; gender discrimination, religion discrimination, ethnic discrimination and age discrimination.

The analysis between gender discrimination and employees' performance revealed that there exists a significant negative relationship between gender discrimination and employee employees. This implies that when gender discrimination increases, the quality of output by the employee reduces drastically and vice visa. This finding is supported by previous works by Abbas et al. (2011), Akua and Cecilia (2015) where they remarked that gender discrimination in promotion of employee has a negative relationship with employee performance.

The result of this analysis shows that there is between age discrimination and employees' performance. However, this relationship was not significant, this implies that age discrimination has no effect on employees' performance. Looking at the fact that employees' performance is not dependent on age discrimination at the workplace as can be seen from the test statistic, one can attribute this to the scarcity of jobs in Ghana. The situation where demand for jobs is less than supply of jobs put the employer

in a good position to discriminate against employees age without such practice influencing the performance of the affected employees. A discriminated employee may still think that he needs to put up his normal performance since poor performance may contribute to one of the grounds of termination of employment by the employer. This result agrees with that of Omoh et al. (2015) which found that employees in Ghana do not see workplace discrimination as a strange action by managers that will influence their performance negatively.

The result of this analysis shows that there exists a significant relationship between religion discrimination and employees' performance. However, the relationship was negative. This implies that organizations which are characterized by religion discrimination will definitely have employees with low quality of output. Hence for organization to enhance the quality of work of their staffs, they should put in more effort to combat the idea of religion discrimination. This finding is in line with that of Athena and Daisii (2014), which maintained that a negative relationship exists between religion discrimination and employee work related performance.

The result of the analysis showed that the P-value (0.000) is less than 0.05 which indicated a significant relationship between the variables. However, the relationship was negative given that the  $\rho = -0.398$ . This implies that when ethnic discrimination exists in organization, the employee quality of output reduces. This finding is in line with the argument of Cortina (2017) which stated that employee performance is enhanced when the workplace is void of ethnic discrimination.



## CHAPTER FIVE

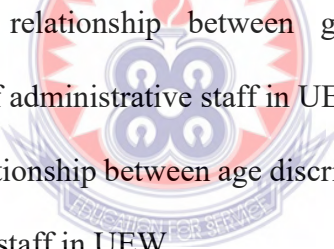
### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Overview

This chapter provides a summary of the study and the major findings. It highlights the conclusion of the study and its implications for practice. It further outlines some recommendations and avenues for future research.

#### 5.1 Summary

The study sought to examine the impact of workplace discrimination on employees' performance. In pursuance of the purposes stated, the following research objectives were formulated to guide the study:

- 
1. Examine the relationship between gender discrimination and task performance of administrative staff in UEW.
  2. Assess the relationship between age discrimination and task performance of administrative staff in UEW.
  3. Evaluate the relationship between ethnic discrimination and task performance of administrative staff in UEW.
  4. Examine the relationship between religious discrimination and task performance of administrative staff in UEW.

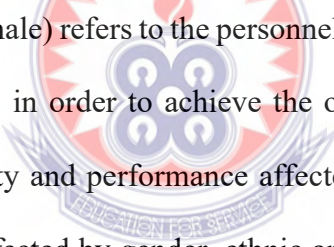
The general approach used in this research was a descriptive survey. The population was made up of all administrative workers in UEW. In all, one hundred (100) administrative staff were used as a sample for the study. Questionnaire was used as a research instrument for this study. The results from the questionnaire were used to

answer the research hypotheses. In particular, each research hypothesis was looked at from all relevant data sources.

## 5.2 Major Findings

The findings of the study shows that there was statistically significant negative relationship between gender discrimination and employees' performance, ethnic discrimination and employees' performance and religion discrimination and employees' performance. It was found that there was no significant relationship between age discrimination and employees' performance.

## 5.3 Conclusion



Employee (male/female) refers to the personnel who executes different functions, duties and responsibilities in order to achieve the organizations/institutes objectives. Organizational productivity and performance affected by employee performance and employee performance affected by gender, ethnic and religion discriminations. Based on the findings of this work, it is easily deduced that an organization which is unable to eliminate religion discrimination, gender discrimination and ethnic discrimination will end up having a workforce characterized with low quality of output. Employees that are discriminated are bound to suffer work related stress which affects the quality of their work. When this occurs, such categories which are discriminated act and exhibit behaviours which could negatively affect the entire operations and performance of the organization.

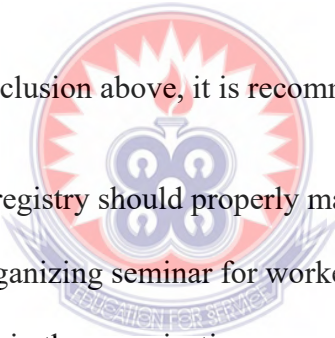
The human resource managers should be careful while hiring and promoting the employees and providing facilities to employees in order to avoid any gender, ethnic and religion discriminations. This is because they have a direct relationship on

employee productivity which will reduce organizational productivity. Therefore, top management must avoid discriminatory practices in hiring, promotion, and facilities to the employees irrespective of what is his/her gender, ethnic and religion.

The study therefore concluded by adding to the existing literature by supporting the various writers in the literature review who argued that workplace discrimination has a negative impact on employees' performance. It was hereby concluded that discrimination in the organization has more negative impact on the employee performance and in the long run negatively affect the performance of the entire organization. More so, organizational culture moderates the relationship between workplace discrimination and employee performance.

#### **5.4 Recommendations**

From the findings and conclusion above, it is recommended that;

- 
- Authorities of the registry should properly manage diversity in the organization by organizing seminar for workers in order to enable them see the benefit of diversity in the organization.
  - Managers should be religiously tolerant; they should avoid prejudicing a segment in the organization as a result of religious belief in order to foster harmony and improved individual performance.
  - There should be a proper training for managers and supervisors on how to adequately respond to discrimination in the organization.
  - Managers should enact workplace policy to reduce discrimination and such policy should be reviewed frequently to ensure that its effectiveness is maintained.

- Organizational culture should encourage employees irrespective of gender, age, ethnic group or religious belief to participate in decision making as this will help reduce discrimination at the workplace

### **5.5 Recommendations for Further Research**

The educational implication of the findings of this study calls for further research in Ghana. Further research should be conducted to know how workplace discrimination relates with employee turnover in the organization. Also, future researches should examine how workplace discrimination relates with employee performance in a different sector of the economy.



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## APPENDICES

### Appendix A: Questionnaire

**UNIVERSITY OF EDUCATION, WINNEBA  
SCHOOL OF BUSINESS  
DEPARTMENT OF MANAGEMENT SCIENCES**

#### QUESTIONNAIRE

Dear workers, I am a graduate student at the University of Education, Winneba pursuing a Master of Business Administration in Human Resource Management. As part of my study, I am conducting research on the impact of workplace discrimination on employee performance. I am using this survey as a means to gather your thoughtful and truthful responses solely for academic purposes and are in no way meant for individual or personal assessment. Confidentiality of your answers is highly assured.

Thank you for your time.

#### SECTION A

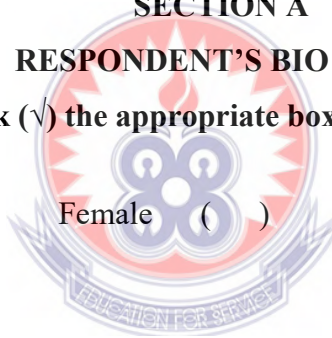
#### RESPONDENT'S BIO DATA

Please tick (✓) the appropriate box for your answers

#### 1 What is your gender?

Male ( )

Female ( )



2 Select your age: 18-25 years ( ) 26-33 years ( ) 34-41 years ( ) 42-49 years ( ) 50 years & above ( )

#### 3 What is your highest academic qualification?

WASSCE & Equivalent ( ) HND ( ) Bachelors' Degree ( ) Master's Degree ( ) PHD ( )

#### 4 Staff category:

Junior Staff ( )

Senior Staff ( )

Senior Member ( )

**SECTION B**

**INSTRUCTIONS:** Please tick the appropriate option among the available options provided in the table below.

**Strongly Disagree** ----- **Strongly Agree**

1            2            3            4            5

S/N	GENDER	SD	D	U	A	SA
		1	2	3	4	5
1.	My gender type experiences high degree of discrimination at the work place.					
2.	My gender type suffers discrimination due to reasons such as societal and cultural constraints, biological and religion constraints.					
3.	My gender type often experiences glass ceiling at the work place.					
4.	My gender type experiences greater sex discrimination than the other gender.					
5.	Most people in my gender group earn lower pay than the other counterparts at same level and rank.					
S/N	AGE	SD	D	U	A	SA
		1	2	3	4	5
1.	Younger people employed at a higher career level suffer more discrimination from their bosses who rose from a lower career level.					
2.	Competent younger people experience discrimination in areas of placement and assigning of responsibility.					
3.	Promotion and placement are often made based on age consideration rather than capability.					
ETHNIC						
1	Most group affiliation/socialization at work place are based on regional consideration.					
2.	Bosses from a particular region favor their subordinate from same region.					
3.	Recognition and advancement are usually hinged on regional consideration rather than competency.					
4.	Employees who are from different region outside their place of work suffer serious discrimination.					
5.	Less qualified employees are protected due to regional consideration.					
RELIGION						
1.	People of the same faith relate more closely than with people of other faith.					
2.	Colleagues practicing same religion with their bosses is treated more fairly by their bosses than those practicing different religion.					
3.	Religion discrimination is often based on sentiment rather than individual capability.					

4.	Religion discrimination has been a barrier to my career advancement.					
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**SECTION C**

<b>S/N</b>	<b>TASK PERFORMANCE</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
1.	I deliberately left my task so that someone else had to finish it due to discrimination at my work place.					
2.	I purposely made mistakes due to discrimination at my work place.					
3.	Due to discrimination at my work place, I intentionally work slowly.					
4.	Irrespective of discrimination at my work place, I am able to cope well with difficult situations or setbacks at work.					
5.	I am able to perform my task well with minimal time and effort though discrimination exist at my work place.					
<b>S/N</b>	<b>AMBITION</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
1.	I want to be in a position to do mostly work which I really like					
2.	I am satisfied with the progress I have made meeting my goals for the development of new skills					
3.	I have clear goals for what I want to achieve in life					
4.	I regard myself as highly ambitious					
5.	I feel it is urgent that I get on with my career development					
6.	What I do in the future is not really important (reverse-scored)					

### Appendix B: Test for Normality

**Table B1: Normality**

	Shapiro-Wilk		
	Statistic	df	Sig.
<b>Employees Performance</b>	0.970	100	0.022
<b>Gender Discrimination</b>	0.967	100	0.012
<b>Age Discrimination</b>	0.965	100	0.009
<b>Ethnic Discrimination</b>	0.977	100	0.074
<b>Religion Discrimination</b>	0.968	100	0.014

