WORKPLACE DISCRIMINATION AND ITS IMPACT ON EMPLOYEE PERFORMANCE

(A CASE STUDY OF SELECTED POLICE STATIONS IN KUMASI)

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DECLARATION

We hereby declare that this submission is our own work towards a Bachelor of Art Degree in Business Administration (Human Resources) and that to the best of our knowledge contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university, except where due acknowledgement has been made in the text.

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DEDICATION

We dedicate this piece of academic excellence to Dr. Gabriel Dwomoh, Mrs. Rebecca Adjakwaku, A.S.P J.B Nkansah of blessed memory, Mr. Peter Opoku as well as Mr. & Mrs Akoto for their training and encouragement which has brought us this far.

We also dedicate this piece of work to the Almighty God for his wisdom, protection and grace throughout these challenging times.

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Abstract

Discrimination hurts everybody in its path. Discrimination diminishes human capital whiles creating a hostile work environment for the employers and employees. Discrimination at work has come a long way in recent decades. It has learned to conceal itself even from those who make it happen. But it is still there, despite decades of activism, legislation and human resources programmes to counter it and to promote an appreciation of diversity. Discrimination may be ever so slight, yet many of us have seen its effects. The objective of this study therefore is to assess workplace discrimination and its impact on employee performance in the Ghana Police Service. The population for the study was estimated at 520 out of which a sample of 110 was chosen. This comprised management and personnel of the Central Police station, Asawase Police Post and Buokrom Police Post. The study combined both quantitative and qualitative methods. Purposive and convenience sampling techniques were used. Data for the study was gathered from both primary and secondary (official document) sources. Questionnaires were the main research instruments used in collecting primary data supported with personal interviews. At the end, the study found that discrimination exists in the police service. Discrimination on the grounds of ethnicity recorded the highest percentage 38 per cent. Discrimination based on gender recorded approximately 24 per cent. Discrimination relating to sexual harassment and sexual orientation recorded 12 per cent and 4 per cent respectively. In addressing the above challenges the researchers recommend that the IGP and other commanders should attack the uncomfortable topic of discrimination in their handbook. They must be clear about what is considered discriminatory and what the consequences are for any person found violating the policy. The police service should intensify training efforts to help reduce the high level of discrimination in the service.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Discrimination hurts everybody in its path. Discrimination diminishes human capital whiles creating a hostile work environment for the employers and employees. 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 & Owusu, 2012). Workplace discrimination must not be confused with legitimate comment and advice (including relevant negative comment 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 seeks to prevent employment discrimination based on sexual orientation. Discriminatory practices include bias in hiring, promotion, job assignment, termination, compensation, retaliation, and various types of harassment.

The process of providing feedback to staff during a formal performance appraisal, or counselling staff regarding their work performance, will not always be free of stress. Managers should manage these processes with sensitivity, but they should not avoid their responsibility to provide full and frank feedback to staff.

Equal opportunities law aim 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 (Hemphill and Haines, 1997).

Discrimination happens when an employer treats one employee less favourably 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 favourably 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. You have the right not to be harassed or made fun of at work or in a work-related setting (eg 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. Victimisation 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 (Butt and O'Neil, 2004).

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).

Discrimination in employment and occupation takes many forms, and occurs in all kinds of work settings. It entails treating people differently because of certain characteristics, such as

race, colour or sex, which results in the impairment of equality of opportunity and treatment. In other words, discrimination results in and reinforces inequalities. The freedom of human beings to develop their capabilities and to choose and pursue their professional and personal aspirations is restricted, without regard for ability. Skills and competencies cannot be developed, rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over (Olsen, 2004).

Hemphill and Haines described six main types of discrimination (Hemphill and Haines, 1997): Disabilities Discrimination, Sexual Harassment, Age Discrimination, Race Discrimination, Sexual Orientation Discrimination, and Gender Discrimination. This study therefore examines the effect of workplace discrimination and its effect on employee performance using the Ghana Police Service as a case study.

1.2 Problem Statement

Discrimination at work has come a long way in recent decades. It has learned to conceal itself even from those who make it happen. But it's still there, despite decades of activism, legislation and human resources programs to counter it and to promote an appreciation of diversity. Discrimination may be ever so slight, yet many of us have seen its effects. Two individuals of the same experience and capabilities but different backgrounds can be nudged along very different paths. The problem is that discrimination, largely unintended and largely invisible, occurs in everyday activities such as task assignments, informal mentoring and performance appraisals (Butt and O'Neil, 2004).

The problems in the work place arising from discrimination are clearly evident to everybody. The ways to eliminate discrimination in the work place have not yet been fully identified, although there have been several attempts made by organisational leaders and business owners to effectively deal with discrimination. Many organisational leaders and diversity

profession also are caught up in conflicting solutions for the elimination of work place discrimination (Hemphill and Haines, op.cit).

As a Police force, the upsurge of discrimination poses a serious danger in the effective discharge of its duties. One critical area worth studying is the ethnic or tribal dimensions of discrimination in the GPS. Women continue to be victims even when they merit promotions to higher ranks but gender discrimination derails those dreams. The pertinent question is how can the police force come clean in ensuring reports of discrimination are eliminated from its system? This study attempts to provide remedy to this question.

1.3 Objectives of the study

The general objective of this study was to examine the effect of workplace discrimination on employee performance using Ghana Police Service - Kumasi as a case study. The specific objectives however include to:

1. examine the nature of discrimination in the Administration of Ghana Police Service.
2. identify the root causes of workplace discrimination and how they can be addressed.
3. assess the effect of workplace discrimination on employee performance in the Ghana Police Service (GPS).
4. identify legal remedies available to victims of workplace discrimination at the Ghana Police Service.

1.4 Research questions

In addressing the specific objectives enumerated above, the study would look at the following research questions.

1. What is the nature of discrimination in the GPS?

2. What are the root causes of these discriminations in the GPS?

3. What is the effect of workplace discrimination on employee performance and productivity?

4. Are there any legal remedies for victims of workplace discrimination in Ghana?

1.5 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 still 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 the Ghana Police Service.

1.6 Justification for the study

How can managers monitor their prejudicial impulses and prevent them from guiding their behaviour? A good first step is to become aware that prejudice 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 would like to admit. In public service, inclusive leadership means venturing beyond one's own perspective. It's not just a matter of fighting blatant, intentional acts of discrimination.

This study is therefore useful socially, economically and academically. Socially it enables employees to co-exist peacefully without discriminating against others due to their ethnic background, gender or race. Economically, it creates a healthy climate that promotes productivity. In the academic perspective, the study adds to existing empirical study in the area of discrimination.

1.7 Overview of methodology

The study will adopt various research approaches based on interplay of deskwork and field survey in order to obtain a fair representation. The major sources of data included both primary and secondary sources. Primary data was obtained from field survey using instruments such as interview guides, structured questionnaires and observation. Secondary data was also obtained from published documents, reports, journals, the Internet, newspapers and reports.

The study population comprises Police men and women at the Central Police station (Adum), Asawase Police station and Buokrom police station. The study adopts both purposive and convenience sampling in selecting respondents. Purposive sampling would enable the researchers solicit information from appropriate officers. Whiles convenience sampling allows for easy access in selecting respondents.

The data collection instrument was through questionnaires. Both structured (Close-ended) and unstructured (open-ended) questions were used. Version 16 of the Statistical Package for Social Sciences (SPSS) software was used with Excel in the data analysis. Both quantitative and qualitative methods were used in the analysis.

1.8 Limitations of the study

This study is not exempt from limitations. The researcher envisaged time, logistical and monetary constraints as possible limitations to the study. Additionally, the case study approach also means that results would be limited in terms of generalisation.

As a way of reducing the effect of these limitations, the researchers provided a Gantt chart giving time line for which the various chapters should be submitted. On logistical constraints, the researchers ensured judicious use of limited resources to achieve optimum output. With regard to generalisation, recommendations may be useful in organisations with similar scope as the case study area.

1.9 Organisation of the study

The study is divided into five chapters. Chapter one consists of the introduction, background of study, problem statement, objective of study, research questions, significance of the study, methodology, scope and limitation of the study. Chapter two reviews literature on the workplace discrimination. Chapter three looks at the methodological framework of the study. The chapter also discussed the types and sources of data, sampling techniques, size and procedures for collection and analysis of data. Chapter four entails the analysis of data and generated results from the analysis. Chapter five deals with the findings of the research study and draws conclusion. Answers to specific objectives of the research are discussed in this chapter and recommendations made based on the summary findings and analysis of data.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The increasing diversity of the workforce presents myriad opportunities and challenges to Ghanaian organizations. Organizations that manage diversity effectively reap a number of positive benefits, such as increased productivity, higher rates of retention, and greater ability to recruit high-potential candidates. It is a challenge for organizations not only to manage diversity effectively by implementing fair policies and reinforcing appropriate managerial behaviours but also to pay attention to their employees' perceptions of discrimination. This chapter is devoted to literature on workplace discrimination. We shall look at the theoretical approaches to underpinning workplace discrimination, and its impact of productivity.

2.2 Theoretical Background on Workplace Discrimination.

Several theoretical approaches from social psychology and organizational behaviour provide useful perspectives from which to understand the phenomenon of perceived discrimination (Alderfer, Alderfer, Tucker, and Tucker, 1980; Cox, 1993; Tajfel and Turner, 1985). One main approach, social identity theory, maintains that individuals categorize themselves and others into distinct groups based on shared salient characteristics, such as personal demography (Tajfel and Turner, 1985). Perceived discrimination is an individual's perception that he or she is treated differently or unfairly because of his or her group membership (Mirage, 1994; Sanchez and Brock, 1996). Furthermore, when individuals feel they are mistreated because of their group membership, they often feel alienated and angry, which can result in negative work-related behaviours.

Social identity theory is a useful framework for defining perceived discrimination, but it is important to recognize that an individual's identification with a particular group is not limited to demography and does not occur in isolation. Additional aspects of group membership and the environmental context (that is, the organization) must be considered as well. Intergroup theory (Alderfer, Alderfer, Tucker, and Tucker, 1980) and embedded intergroup theory (Thomas and Alderfer, 1989) take into account these considerations.

Intergroup theory suggests that two types of groups exist in organizations: identity groups and organizational groups. For example, one's identity group may include individuals with similar demographic characteristics, such as race, gender, or age, whereas one's organizational group may include individuals who share similar tasks, hierarchical status, or function. According to this perspective, individuals are constantly trying to balance the competing demands and expectations based on membership in their identity and organizational groups. Intergroup theory, and more specifically embedded intergroup theory, suggests that it is important to consider a constellation of organizational relationships, such as individuals and their relationship with their coworkers, their supervisors, and the organization itself, in assessing the impact of perceived discrimination.

Cox (1993) presents a human resource development model that builds on the concept of embedded groups (Alderfer and Smith, 1982) and interactional research (O'Reilly, Chapman, and Caldwell, 1991). He suggests that the impact of diversity involves interaction between individuals and their environment. This conceptual model, the Interactional Model of Cultural Diversity (IMCD), is based on the idea that an employee's group affiliations, such as gender or race, can be analyzed on three levels—individual group, intergroup and organizational—which are consistent with the units of analysis suggested by embedded intergroup theory. Taken together, these factors form the diversity climate of an organization.

Thus, past research has suggested that employees can experience discrimination at multiple levels (Waters, 1994; Watts and Carter, 1991). Racism and sexism can be manifested at the individual level by words and actions of coworkers and supervisors. In addition, institutional or "everyday" racism refers to an environment in which racism is inherent, and racist policies and procedures may be manifested in subtle and even unintentional ways (Essed, 1991; Shull, 1993). Institutional racism can be more detrimental than isolated incidents or individual interactions because of its sustained and pervasive nature (Cox, 1993; Essed, 1991). A conceptual framework that includes multiple levels of racism has been discussed in past research; however, there is little empirical research that examines these levels concurrently.

2.2.1 Definition of terms

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 & Owusu, 2012). Employment discrimination (or workplace discrimination) is discrimination in hiring, promotion, job assignment, termination, and compensation. It includes various types of harassment (Devah, 2009). 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 (Devah, 2009).

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 & Owusu, 2012). According to the provisions of Article 17(3) of the Constitution of Ghana, to discriminate means 'to give different treatments to different persons attributable only or mainly to their respective descriptions by race, place of origin, political affiliations, colour, occupation, religion/creed, whereby persons of one description are subjected to disabilities or restrictions to which persons of another 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 (Op.cit, 2012)

Like most discrimination, employment discrimination may occur intentionally or unintentionally (Hemphill and Haines, 1997).

Organizational leaders must be able to count on the loyalty and top performance of all employees to compete in the changing business markets. A work place 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 areas of discrimination (Hem phill and Haines, 1997, p.2):

* Isolated discrimination: Intentionally harmful actions undertaken by a dominant group member against members of a subordinate group, without that action being social embedded in the larger organization or community context;

* Small group discrimination: Intentionally harmful actions under taken by a few dominant group members acting in concert against members of subordinate groups, without the sanction of the larger organization;

* Direct institutional discrimination: Organisationally prescribed actions that, by intention, have a negative impact upon members of subordinate groups which are routine actions carried out by large numbers of employees guided by organizational norms and culture.

* Indirect institutional discrimination: Practices that have a negative impact upon members of a subordinate group, even though the prescribed norms and regulations guiding these actions were established with no intent to harm subordinate group members.

Hellen Hemphill and Ray Haines also described six main types of discrimination (Hemphill and Haines, 1997, pp.17- 27):

- Disabilities Discrimination
- Age Discrimination
- Sexual Harassment
- Race Discrimination
- Sexual Orientation Discrimination
- Gender Discrimination

For the purpose of this study, we shall discuss age, sexual harassment, ethnic, sexual orientation and gender discrimination

2.2.2 Gender discrimination and the workplace

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 (Wadhwa, 2006). 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 woman were CEO's in the Fortune 500; an additional nine were CEO's 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" (Hart, 2007).

2.2.3 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, hard working 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.

2.2.4 Ethnic and Racial 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 (Hall et al., 1998; Lawler and Bae, 1998), or the unequal treatment of some groups (Ataov, 2002). 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 (Basu and Eser, 2003). In many instances within the workplace, these processes operate conterminously to undermine the value and productivity of specific groups of employees (Olsen, 2004; Joseph Rowntree Foundation, 2003; Butt and O'Neil, 2004). 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).

2.2.5 Sexual Harassment

Sexual harassment is bullying or coercion of a sexual nature, or the unwelcome or inappropriate promise of rewards in exchange for sexual favours (Paludi and Barickman 1991). In most modern legal contexts, sexual harassment is illegal. According to many international organisations such as the US EEOC, "It is unlawful to harass a person (an applicant or employee) because of that person's sex." Harassment can include "sexual

harassment" or unwelcome sexual advances, requests for sexual favours, and other verbal or physical harassment of a sexual nature.

Where laws surrounding sexual harassment exist, they typically do not prohibit simple teasing, offhand comments, or minor isolated incidents. In the workplace, harassment may be considered illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted, or when the victim decides to quit the job). The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client. It includes a range of behaviour from mild transgressions to sexual abuse or sexual assault. Sexual harassment is a form of illegal employment discrimination in many countries, and is a form of abuse (sexual and psychological) and bullying. For many businesses and other organizations, preventing sexual harassment, and defending employees from sexual harassment charges, have become key goals of legal decision-making.

2.2.6 Discrimination based on Sexual orientation

Sexual orientation discrimination refers to harassment or differential treatment based on someone's perceived or actual gay, lesbian, bi-sexual, or heterosexual orientation. Many workplaces, and even a number of states, have policies and laws against sexual orientation discrimination. This discrimination may also occur because of a perception of someone's, whether that perception is correct or not. Someone who is discriminated against on the basis of sexual orientation may also be discriminated against or harassed on the basis of sex, gender identity, disability (such as actual or perceived HIV status) and/or marital status.

Examples of sexual orientation discrimination include:

- **different treatment:** this is where one is not hired, not promoted, or fired specifically because his/her boss thinks you are lesbian, gay, bisexual, or straight. Some organisations have company policies that explicitly discriminate against lesbian, gay and bisexual employees, while in other companies the discrimination is more subtle but no less real. You may find that you start to be treated differently once you come out as homosexual to coworkers or place a photograph of your same-sex partner on your desk in Ghana.

- **harassment:** you may also be forced to experience comments about your mannerisms or sexual activity, sexual jokes, requests for sexual favours, pressure for dates, touching or grabbing, leering, gestures, hostile comments, pictures or drawings negatively portraying lesbian and gay people, or sexual assault or rape. Your harasser may be an employer, supervisor, co-worker, or client, and may be of the opposite or same sex.

2.3 Unintentional discrimination

Unintentional discrimination (often termed "statistical discrimination") occurs when neutral selection practices produce a substantial disparity of outcomes between one group and another. Such practices include the use of standardized tests (which may disadvantage certain groups) and/or height or weight (which may disadvantage women and some ethnic groups and vertically challenged men of any race) in the hiring process. Recruitment into the police service comes with some minimum requirements, if the requirements are job-related and a "business necessity", the disparity is irrelevant.

Some laws prohibit unintentional as well as intentional discrimination, but may have different standards for deciding what is acceptable. Substantial disparities in outcome are not necessarily illegal, if the practices that produce them are necessary.

2.4 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 (Gutek, Cohen, and Tsui, 1996; Mays, Coleman, and Jackson, 1996; Sanchez and Brock, 1996). For example, Gutek, Cohen, and Tsui (1996) contrasted the experiences of perceived sex discrimination of male managers and psychologists and of female managers and psychologists, all of whom were primarily white. Both the men and the women perceived that 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 (Locke, 1976). Jayaratne (1993) provided an extensive review of the literature on job satisfaction and found that although a plethora of research exists on this phenomenon, there is little research on the effect of ethnic in general and differences in perceived discrimination in particular. Perhaps because of this dearth of research related to ethnic, perceived discrimination, and job satisfaction, there is a lack of consensus among researchers on the effects of these variables on job satisfaction (Cox and Nkomo, 1993; Jayaratne, 1993).

Organizational commitment refers to an individual's feelings about the organization as a whole. It is the psychological bond that an employee has with an organization and has been found to be related to goal and value congruence, behavioural investments in the organization, and likelihood to stay with the organization (Mowday, Porter, and Steers, 1982). Sustaining organizational commitment among employees, particularly women and minorities, is a challenge for companies today. It has been suggested that one of the reasons for the recent exodus of women and minorities from large corporations and the subsequent proliferation of women- and minority-owned businesses is these groups' perceptions of organizational discrimination (Dickerson, 1998; Federal Glass Ceiling Commission, 1995).

Sanchez and Brock (1996) examined the effects of perceived discrimination on work outcomes among 139 Hispanic male and female employees. They found that perceived discrimination contributed to higher work tension and decreased job satisfaction and organizational commitment, above and beyond other common work stressors, such as role conflict and ambiguity. They also found that employees with higher levels of acculturation, salaries, and job experience perceived less race (ethnic) -based discrimination than their counterparts who scored lower in these areas. Similarly, Gutek, Cohen, and Tsui (1996) found that perceived discrimination among women was related to lower feelings of power and prestige on the job. Shellenbarger (1993) reported that more than one-fifth of minorities perceived discrimination on the job, which resulted in lowered organizational commitment, as seen in their greater likelihood to change jobs than their white counterparts and their lower willingness to take the initiative while on the job.

An aspect of interpersonal work relationships related to taking initiative on the job is organizational citizenship behaviour (OCB), which refers to informal, prosocial behaviour that employees engage in voluntarily to help others at work (MacKenzie, Podsakoff, and Fetter, 1993). Such behaviours include helping another employee finish a project, providing

helpful advice or suggestions, and offering positive feedback on work tasks (Organ and Ryan, 1995; Podsakoff, MacKenzie, and Hui, 1993). Although the relationship between OCB and perceived discrimination has not been examined directly, some research examines the effects of discrimination on interpersonal relationships but the focus is to assess the effect of workplace discrimination on employee performance.

In the international dimension for instance, a study of black females from a cross section of households, Mays, Coleman, and Jackson (1996) found that although perceived race-based discrimination did not hinder their entry into the labour market, it did detract from their level of participation and likelihood of rising in the ranks of the companies they worked for. Specifically, their perceptions of racial or ethnic discrimination increased black women's job stress, limited their advancement and skill development, and were related to less effective interpersonal work relationships with coworkers and supervisors. Organizational citizenship behaviour seems more likely to occur in environments where employees feel they are treated fairly and where there are intrinsic and extrinsic rewards for performing such acts. Therefore, it seems likely that when workers feel that a discriminatory environment exists, they may have less effective interpersonal relationships with others overall and be less likely to engage in OCB in particular.

According to the Labour Regulations (2007: L.I., 1833), it is "illegal to discriminate in hiring, promotions, termination (known as wrongful termination) or other aspects of employment on the basis of a person's race, gender, national origin, religion, disability, or age". In other words, an employer cannot discriminate against any individual when it comes to the practices within the workforce arena. However, discrimination has existed for many years and employees' emotional, physiological and psychological well-being has greatly been harmed as a result.

2.4.1 Impact of discrimination on a person's physical health

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

In another study, it was found that racial / ethnic discrimination led to increased cardiovascular reactivity (Sutherland and Harrell, 1986). Work related stressors identified that contributed to the decline in physical health were inability to communicate candidly with supervisors; imposing heavy workloads or hectic schedules that exceed their ability; lack of respect; continual conflicts on the job; women receiving job discrimination due to their gender; and feeling forced to maintain a professional demeanor despite the overt attempts at discrimination.

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

2.4.2 Discrimination can lower a person's mental health

In a Longitudinal Relationships between Work Discrimination and Women's Physical and Emotional Health", women were being tested and their level of stress increased after experiencing job discrimination (Pavalko et al., 2001). In another study testing African American women, perceived racial / ethnic discrimination at work led to higher levels of

depression and decreased levels of psychological well-being (Snapp, 1992). This suggests that mental distress is compounded by workplace discrimination.

2.4.3 Negative impact of discrimination on a person's behaviour

In a similar study by Pavalko et al., (2001) 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 (Gamer, 2006).

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 aren't enthusiastic or don't 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 (Elsenheimer, 2005).

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) (Eisner, 2007)."

In December 2005, a Gallup poll showed that job satisfaction was lowest when employees experienced discrimination (Coyle, 2008).

2.5 Eliminating discrimination in the Ghanaian Workplace

According to Hemphill and Haines, the solution to discrimination in the work place demands a strong definition on accepted human rights practices and supportive workplace relationship skills training (1997, 57- 58). This includes:

* A zero tolerance policy for discrimination practices.

* Base line workplace behaviour standards expected of all employees.

* Supportive work place relationship skills programme training.

Four main steps are involved to achieve a solution that emphasizes the concepts listed above. These steps will define the ways to eliminate discrimination in the work place. Company leaders must first stop denying the fact that discrimination exists. Discrimination is part of the

behaviour pattern so entrenched within the social structure that it frequently is an acceptable part of the company norm. In appropriate body language, verbal slurs, devaluing, excluding, and negative labeling are all seen as part of daily social communication. But when targeted toward a specific person or group of persons, the acts are considered to be some illegal form of discrimination.

Denial of these kinds of acts can no longer be tolerated. A zero tolerance policy must be enforced within the work place.

The second step requires the removal of the diversity label. The term diversity indicates negative experience and a minority agenda to many employees. The business community offers no general agreement on the definition of diversity. Narrow definitions generally track federal equal employment opportunity law, which defines diversity in terms of race, gender, ethnicity, age, national origin, religion, and disability. On the other hand, broader definitions incorporate values, personality characteristics, education, and background characteristics such as geographic origin and economic status. Most people accept the narrower definition of diversity. Some companies are beginning to use the term differences rather than diversity to comply with the second step to eliminate discrimination in the work place.

The third step requires an organization to focus on behaviour. Employees bring their technical and functional skills to the work place in order to fulfill the goals and objectives of the organization. Therefore, organizations must require employees to exhibit appropriate inter personal behaviour skills. A focus on the acceptable and unacceptable behaviour practices in the workplace will help reduce discrimination in the workplace.

The fourth step requires a commitment to a plan of action. Just like every incident in life that involves a change to improve a situation, commitment is the key to the elimination of work place discrimination. A plan of action includes the implementation of a top- down strategy,

the realignment of the organization's vision with respect of the mission statement, and the integration of workplace relationship skills training into all business initiatives. Leadership modelling from the top level with the board of directors and senior- level management to the lower- level management and employees is the top-down strategy. Top- down strategy is vital to bring about the cultural change necessary to eliminate discrimination. Mission statements should be posted in highly visible locations to alert employees and customers alike of the intent to maintain a discrimination free work place.

By integrating workplace relationship skills training into all company initiatives, all employees are not assumed to be at the same skill level. Every one stands equal if employees are measured against work place behaviour standards expected from all.

Discrimination has a bad effect on every one and every place. A workplace can be polluted with discrimination.

A careful attempt must be made to effectively proceed to eliminate discrimination in the work place. A solution to the work place dilemma demands a zero tolerance policy for discrimination. Companies must develop workplace behaviour standards of acceptable and unacceptable practices, with a supportive and integrated work place relationship skills development and training programme. A course of correction is implemented through the following four steps: Stop the denial, remove the diversity training label, focus on behaviour, and commit to a plan of action. The action plan includes implementing a top down strategy, revisiting the organisations mission statements, and integrating work place relationship skills training into all business initiatives.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0   Introduction

This chapter outlines the process, methods and design with which the research was conducted. It therefore covers the research design, sampling procedures for data collection, sources of data and mode of data analysis thereby giving the framework or guidelines with which the research was conducted to arrive at the findings and conclusions.

3.1   Research Design

Before selecting a research design it is important to be clear about the role and purpose of research design. We need to understand what research design is and what it is not. We need to know where design fits into the whole research process from framing a question to finally analysing and reporting data.

Although some people dismiss descriptive research as `mere description', good description is fundamental to the research enterprise and it has added immeasurably to knowledge of the shape and nature of our society. Descriptive research encompasses much government sponsored research including the population census, the collection of a wide range of social indicators and economic information such as household expenditure patterns, time use studies, employment and crime statistics and the like.

The research is descriptive in nature. The descriptive approach to the research also helps portray an accurate state of Workplace Discrimination and how it affects employee performance in the Ghana Police Service.

The study focused on selected police stations or offices within Kumasi (Central Police Station, Asawase and Buokrom respectively). This provides 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 that units and subunits 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 constitutes management and staff of Central, Buokrom and Asawase Police stations. The population is therefore estimated at 520.

3.3   Sampling Size and Sampling Technique

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

The main sampling technique used for selecting staff and management of the case study areas was purposive. A purposive sampling includes subjects or elements selected for specific characteristics or qualities and eliminates those who fail to meet these criteria. (Monnette *et al.,* 2002). Purposive sampling is when a sample is drawn based on the kind of information required; the right people are contacted. However, convenient sampling was used for selecting staff. This is when respondents are chosen based on the availability and readiness in

giving information. In view of that, a sample of One Hundred and Ten (110) was chosen. This comprises personnel from all departments at the 3 stations.

3.4 Sources of Data & Collection Procedure

Data for the study was gathered from both primary and secondary (official document) sources. The major source of data was from primary sources. For the primary source of data, questionnaires were the main research instrument coupled with personal interviews to elicit the necessary responses from the respondents. Jankuwics (2002), define primary data as consisting of materials gathered by same researcher through systematic observation, information from archives, the results of questionnaires and interviews and case. Primary data was collected in order to solicit responses directly from the field. The data collected; both primary and secondary (official document) constitute the basic information from which conclusions were drawn for decision making.

The questionnaires were designed to be task-specific. The researcher employed self-administered questionnaires to various personnel as enlisted above. However, the respondents who could not fill the questionnaires on their own were assisted (interviewer administered). The researcher also conducted face-to-face semi-structured interviews for senior staff who were directly involved in the management of the various stations.

Secondary data was sourced from the internet and published documents including company reports and referred journals on the subject of the study.

3.5 Data Analysis

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

software system and full-featured product line for analytical process. A code book was developed to help in the data entry. Plausible checks were conducted and inconsistent data was cleared appropriately.

Analysis based on the objectives of the study was appropriately run. Descriptive statistical tools such as tables, frequencies, percentages were used. Linked questions were matched out through crosstabs to see if they were internally consistent. The interview with the management staff as well as published documents including GPS reports were analysed qualitatively.

3.6   Profile of Organization

The Ghana Police Service is the main law enforcement agency in Ghana. It is organized at national level and has a unitary command under the Inspector General of Police (IGP). Although there are many regional and divisional commands, they all report to the National Headquarters in Accra. The origin of Ghana police force lies in efforts by the British council of merchants to protect trading routes and depots. In 1830 the committee hired numerous guards and escorts. Fourteen years later, the British established the 120-member Gold Coast Militia and Police (GCMP). The authorities disbanded this force in 1860 and created a ninety-member corps called the Queen's Messengers. Military units assumed the GCMP's paramilitary duties (Library of Congress Country Studies, 1994).

During the Asante wars, the Queen's Messengers joined the Hausa Constabulary, imported from Nigeria, and formed the Gold Coast Armed Police Force. In 1876 the British reorganized this unit into the Gold Coast Constabulary, which was divided into two forces in 1901, with the paramilitary mission assigned to the Gold Coast Regiment and the police functions given to the Gold Coast Police Force. The Northern Territories Constabulary, which the British created in 1907, joined the Gold Coast Police Force shortly after World

War I. This left Ghana with one police force, a situation that prevailed until independence (Pokoo – Aikiens, 2002).

During the 1950s, the British instituted several changes in the Gold Coast Police Force to modernize, enlarge, and better equip the force. Of greater importance was Britain's decision to Africanize the police. During the first decade of this century, the British had restricted access to senior positions in all branches of the colonial administration. This restriction became a major concern of Ghanaian nationalists, who agitated against it, an action that gradually caused a reduction in the number of British officers. In 1951, for example, sixty-four of eighty senior police officers were foreigners; however, by 1958, only eleven of 128 senior officers were foreigners (Duah 1995).

This Africanization continued under Nkrumah. In 1958 Nkrumah appointed the first Ghanaian police commissioner, E.R.T. Madjitey. By the early 1960s, the only expatriates who remained on the force were a few technical advisers and instructors. Nkrumah, however, distrusted the police. After an unsuccessful assassination attempt against Nkrumah in 1964 by a police constable, he disarmed the police, discharged nine senior officers, detained eight others, and removed the Border Guards unit from the police and placed it under military control. Nkrumah also reduced the size of the police force from 13,247 in 1964 to 10,709 in 1965 (Library of Congress Country Studies, 1994).

After the demise of the Nkrumah regime, the size of the police force increased from 17,692 in 1966 to 19,895 in 1968. The government also restored the Border Guards unit to police control (in 1972 this unit again became an autonomous unit). By the early 1980s, the police enjoyed respect from most Ghanaians because, for the most part, they were not involved with government attempts to suppress political dissidents or to punish those suspected of trying to

overthrow the Rawlings regime, duties normally assigned to the armed forces (Winslow, 2011).

In 1993 Ghana's law enforcement establishment consisted of 351 police officers, 649 inspectors, and 15,191 personnel in other ranks distributed among 479 stations. The national headquarters is in Accra; they operate under command of an inspector general. An eight-member Police Council, established in 1969, advises the inspector general on all personnel and policy matters. The inspector general supervises twelve police regions, each commanded by a Deputy or Assistant commissioner of police. The police regions in turn are divided into districts, stations, and posts. The Police Service is composed of General Administration, Criminal Investigations Department, which Domestic Violence and Victim Support Unit (DOVVSU) is attached to it, Police Hospital, Communication Department and National Ambulance Service. Recruitment into the police is conducted at the rank-and-file and the commissioned-officer levels. All recruits must be between eighteen and twenty-five years of age and graduates between twenty-six and thirty-five years and must pass a medical examination, and must have no criminal record. Escort Police applicants must have at least basic facility in spoken English, General Police applicants must have completed middle school or Junior High School Senior High School, and officer corps applicants must hold a University Degree or Higher Diploma.

The Accra Police College, established in 1959, offers a nine month officer cadet course and two- to six-week refresher courses in general and technical subjects. Police officers staff college; guest lecturers come from the police, other government agencies, and universities. The officer cadet course offers instruction in criminal law and procedures, laws of evidence, police administration, finance, social sciences, practical police work, and physical fitness.

Upon graduation, cadets are sworn in and promoted to assistant superintendent (Ghana Police Service, 2011).

Since the early 1990s, the reputation of the police has improved, because, an increasing number of police have been deployed overseas to support Ghana's commitment to international peacekeeping operations. In 1992-93, for example, a police contingent served with the United Nations Transitional Authority in Cambodia. In addition to supervising local police and maintaining law and order, this contingent also tried to prevent gross violations of human rights and fundamental freedoms (Library of Congress Country Studies, 1994).

The following are the main functions of the service:

1. The protection of life and property: Protection means safeguarding of somebody or something

2. Prevention and detection of crime: Refers to techniques used for reducing crime and criminal activities.

3. Apprehension and prosecution of offenders: Arresting criminals and putting them before the Law.

4. Preservation of peace and good order

5. Enforcement of all laws Acts, Decrees and other regulations with which it is directly charged.

The vision of the PS is to ensure a peaceful and safe environment to facilitate economic and social activities as a pre- requisite for making Ghana a Gateway to West Africa.

The PS's mission is to deliver professional security service for all citizens and non-citizens resident in Ghana and to make the country a safe place for legitimate business transactions.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter comprises presentation and analyses of data from the field work to investigate the effect of workplace discrimination on employee performance in the Ghana Police Service. In using SPSS statistical tool of presentation, the data is represented in tables. In all 150 questionnaires were administered to the respondents (personnel of the police service) out of which 110 was retrieved after a scheduled period representing a recovery rate of 73%. Items which were not answered on the questionnaires are treated as missing. The valid percentages were used that is percentages excluding missing values.

4.2 Background Information

This section provides information on the background of respondents. This includes their work stations, department, and rank in the service, gender, age as well as the period for which they have been in the service.

Table 4.1: Work stations of respondents

Stations	Frequency	Percent	Valid Percent
Asawase PS	45	40.9	43.3
Central PS	53	48.2	51.0
Boukrom PP	6	5.5	5.8
Total	104	94.5	100.0
Missing System	6	5.5	
Total	110	100.0	

Source: Researchers' fieldwork; May, 2013.

Table 4.1 reveals that 51% of the respondents came from the central police station. The central police station is the regional office in the Ashanti Region. The table further showed that 43.3% of the respondents were from the Asawase police station with the remaining 5.8% emanating from Boukrom police station.

On the issue of which department respondents belonged, the study found that the CID recorded the highest number of participation. This accounted for 57 per cent of the total respondents. Next is the MTTU which recorded 19 per cent. Narcotics, Striking force and Buffalo units recorded 7.4 per cent, 6.4 per cent and 5.3 per cent respectively.

Table 4.2: Department within the police service

Units	Frequency	Percent	Valid Percent
Valid MTTU	18	16.4	19.1
CID	54	49.1	57.4
DOVVSU	3	2.7	3.2
Striking force	6	5.5	6.4
Buffalo	5	4.5	5.3
Narcotics/DLEU	7	6.4	7.4
Anti-Human Trafficking Unit	1	.9	1.1
Total	94	85.5	100.0
Missing System	16	14.5	
Total	110	100.0	

Source: Researchers' fieldwork; May, 2013.

The study also found that about 41 per cent of the respondents have been with the service for a period less than 5years. Close to 58 per cent were noted to have been in the service between 5 to 15years (see table 4.3). This finding indicates that information gathered for the study was valid and sufficient.

Table 4.3: How long respondents have served in the GP

	Duration	Frequency	Percent	Valid Percent
Valid	Less than 5 yrs	45	40.9	41.3
	5-10 yrs	29	26.4	26.6
	11-15 yrs	23	20.9	21.1
	More than 15 yrs	12	10.9	11.0
	Total	109	99.1	100.0
Missing	System	1	.9	
Total		110	100.0	

Source: Researchers' fieldwork; May, 2013.

In order to ensure a fair representation, table 4.4 provides information on the ranks of respondents. Corporals constituted 36.4 per cent of the total respondents. Approximately 14 per cent and 24 per cent were constables and Sergeants respectively. Inspectors constituted 11 per cent with Chief Inspectors constituting 7.5 per cent.

Table 4.4: Rank of respondents

	Ranks	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Constable	15	13.6	14.0	14.0
	Corporal	39	35.5	36.4	50.5
	Sergeant	26	23.6	24.3	74.8
	Inspector	12	10.9	11.2	86.0
	Chief inspector	8	7.3	7.5	93.5
	DSP	2	1.8	1.9	95.3
	SP	5	4.5	4.7	100.0
	Total	107	97.3	100.0	
Missing	System	3	2.7		
Total		110	100.0		

Source: Researchers' fieldwork; May, 2013.

Next, the researcher provides gender statistics on respondents. The study found that approximately 70 per cent of the respondents were males with the remaining 30 per cent (approximate) being females.

Table 4.5: Gender of respondents

Gender		Frequency	Percent	Valid Percent
Valid	Male	73	66.4	70.2
	Female	31	28.2	29.8
	Total	104	94.5	100.0
Missing	System	6	5.5	
Total		110	100.0	

Source: Researcher's fieldwork; May, 2013.

Respondents' age bracket is highlighted in table 4.6.

Age		Frequency	Percent	Valid Percent	Cumulative Percent
	23-30 yrs	18	16.4	16.5	16.5
	31-35 yrs	29	26.4	26.6	43.1
	36-40 yrs	22	20.0	20.2	63.3
	Above 40 yrs	40	36.4	36.7	100.0
	Total	109	99.1	100.0	
Missing	System	1	.9		
Total		110	100.0		

Table 4.6 Age bracket of respondents

Source: Researcher's fieldwork; May, 2013.

4.3 Nature of Discrimination in the Ghana Police Service

As stated by Olsen (2004), discrimination in employment and occupation takes many forms, and occurs in all kinds of work settings. It entails treating people differently because of certain characteristics, such as race/ethnic, or sex, which results in the impairment of equality

of opportunity and treatment. In other words, discrimination results in and reinforces inequalities. When this happens, the freedom of human beings to develop their capabilities and to choose and pursue their professional and personal aspirations is restricted, without regard for ability. Skills and competencies cannot be developed, rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over.

As part of measures of addressing the research questions, respondents were asked if they have experienced any form of discrimination in the police service. The findings are captured in table 4.7. The study revealed that discrimination exists in the police service. This was affirmed by approximately 56 per cent of the respondents contacted. Approximately 44 per cent however denied ever experiencing any form of discrimination in the service.

Table 4.7: Discrimination in the police service

Discrimination	Frequency	Percent	Valid Percent
Yes	60	54.5	55.6
No	48	43.6	44.4
Total	108	98.2	100.0
Mis sin g	System	2	1.8
Total	110	100.0	

Source: Researchers' fieldwork; May, 2013.

Having established that there is discrimination in the PS, the researcher explored the nature of this discrimination. The study found that discrimination on the grounds of ethnic background recorded the highest percentage (38%). Discrimination based on gender recorded approximately 24 per cent. Discrimination relating to sexual harassment and sexual orientation recorded 12 per cent and 4 per cent respectively (see table 4.8). Ethnicity though

often downplayed in some jurisdictions seems to be a worrying phenomenon particularly when it is creeping into an institution such as the Ghana Police Service.

Table 4.8 type of discrimination recorded in the PS

Type of discrimination		Frequency	Percent	Valid Percent
	Sexual harassment	8	7.3	11.8
	Age discrimination	5	4.5	7.4
	Ethnic discrimination	26	23.6	38.2
	Sexual orientation discrimination	3	2.7	4.4
	Gender discrimination	16	14.5	23.5
	Others	10	9.1	14.7
	Total	68	61.8	100.0
Missing	System	42	38.2	
Total		110	100.0	

Source: Researcher's fieldwork; May, 2013.

The study further disclosed that even though some respondents did not personally experience any act of discrimination, they received complaints from peers regarding discriminative acts against them. Approximately 63 per cent of respondents confirm receiving complaints of being discriminated against.

Table 4.9: Complaints from colleagues on discrimination

complaints		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	46	41.8	63.0	63.0
	No	27	24.5	37.0	100.0
	Total	73	66.4	100.0	
Missing	System	37	33.6		
Total		110	100.0		

Source: Researchers' fieldwork; May, 2013.

4.3.1 Reporting acts of discrimination

Another area of interest was to find out if victims of discrimination have reported their ordeal to the appropriate authorities. Surprisingly, the study found that approximately 54 per cent of respondents failed to report their experiences. This they argued was not necessary since that would further lead to victimization.

4.10: Reporting acts of discrimination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	47	42.7	45.6	45.6
	No	56	50.9	54.4	100.0
	Total	103	93.6	100.0	
Missing	System	7	6.4		
Total		110	100.0		

Source: Researcher's fieldwork; May, 2013.

For the 46% who have reported their ordeal regarding acts of discrimination, the study assessed the effectiveness of the response received. Table 4.11 reveals that as many as 55 per

cent rated management's response to complaints on discrimination as "Not at all effective". Approximately 39 per cent however thought that management's posture and response to discrimination complaints was effective with approximately 7 per cent believing the response they got was very effective. On the whole, respondents were not happy about management's approach in dealing with issues relating to discrimination.

Table 4.11: Management's Response to Complaints on Discrimination

Assessment	Frequency	Percent	Valid Percent
Very effective	4	3.6	6.5
Effective	24	21.8	38.7
Not all effective	34	30.9	54.8
Total	62	56.4	100.0
Missing System	48	43.6	
Total	110	100.0	

Source: Researchers' field work; May, 2013.

4.4 Effect of Workplace Discrimination on Employee Performance

Table 4.12 below provides information on the mean, mode and standard deviation in assessing the effect of workplace discrimination on employee performance. The mean here indicates the total sum of values divided by the number of values, and the mode also being the most frequently occurring values in the set of scores. The standard deviation is a measure of dispersion of scores about the mean. In a normal distribution, 68.26 percent of all scores will lie within one standard deviation of the mean; 95.34 percent of all scores will lie within two standard deviations of the mean; and 99.74 percent of all scores will lie within three standard deviations of the mean.

For purposes of this research, any calculated standard deviation that is more than 2 standard deviations above or below the mean will be considered unreliable. They lie outside the 95% confidence limits for probability. When that happens, it means deviations within the data did not occur by chance alone: other factors may have affected the normal distribution of the data.

The lower the value of the mean, the higher the agreement with the statement; responses were drawn from personnel within Asawase, Central and Buokrom police posts in the Ashanti Region. The key is as follows; 1 = Strongly agree, 2 =Agree, 3 = Neutral , 4 = Disagree , 5 = Strongly disagree.

Table 4.12: Effect of discrimination of employee performance

	Discrimination is a bad experience	I am de-motivated when discriminated against	Some form of discrimination is good for decision making	I feel sad when coming to the office	I don't feel welcome around my colleagues	I feel like resigning from the service	I regret joining the GPS because of discrimination
N Valid	109	106	104	106	106	106	106
Missing	1	4	6	4	4	4	4
Mean	1.3761	2.0660	3.5481	3.1509	3.5943	3.7453	3.7642
Median	1.0000	2.0000	4.0000	3.0000	4.0000	4.0000	4.0000
Std. Deviation	.73016	1.12351	1.28380	1.39927	1.27823	1.33139	1.15924

Source: Researchers' field work; May, 2013.

In assessing the effect of discrimination on employee performance, respondents were asked questions using 7 variables. First the study sought the perception of respondents regarding discrimination. The mean of this item was 1.3761 approximately 1 (strongly agree) with a standard deviation of 0.73016 which is within the confidence limit of probability. In other

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words, almost all respondents agreed strongly with the statement that discrimination was a bad experience hence must be discouraged and resisted by all.

On the second variable, the study examined whether discrimination was a source of disincentive to work. The mean here was 2.0660 approximately 2 (agree) recording a standard deviation of 1.12351 which was within the 95 per cent confidence level of probability. This finding reaffirmed the assertion that where there is discrimination, skills and competencies cannot be developed, rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over. Police personnel are de-motivated which further affects their productivity.

Still on motivation and its impact on productivity, the researcher asked questions relating to the mood of police personnel and their relationship with colleagues at the workplace. The mean for these two items were 3.1509 approximately 3 (Neutral) and 3.5943 approximately 4 (disagree) respectively. Their standard deviations were 1.39927 and 1.27823 respectively.

Interestingly, respondents disagreed with the statements that sought to link the effect of discrimination to resignation and feeling of regret for joining the police force. This, respondents argued that even though they go through this practice (discrimination) day in day out, it was not too serious to warrant resignation from the service. The mean for the feeling to resign from the police force as a result discrimination was 3.7453 approximately 4 (disagree) with a standard deviation of 1.33139. Having a regret of joining the police force as result of discrimination recorded a mean of 3.7642 approximately 4 (disagree).

4.5 Assessment of existing legal remedies

The study also assessed the contribution of legal remedies in mitigating the effect of discrimination on employee performance. The study found that legal relieves were weak and non responsive to the plights of victims. Approximately 56 per cent assented to this (see table 4.13).

Table 4.13: Assessment of existing legal remedies

	Assessment	Frequency	Percent	Valid Percent
Valid	Weak	59	53.6	56.2
	Effective	19	17.3	18.1
	Neutral	27	24.5	25.7
	Total	105	95.5	100.0
Missing	System	5	4.5	
Total		110	100.0	

Source: Researchers' field work; May, 2013.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter presents the summary of the previous chapter and also focuses on the findings, conclusion and recommendations. The chapter also gives some recommendations for further studies in the area of workplace discrimination and its effect on employee performance within the Ghana Police Service.

5.2 Summary of findings

This section presents summary of findings from the data analysis stage. This, the researchers believe is an abridged and accurate account of the feedback gathered from the field work.

5.2.1 Nature and Root Causes of Discrimination in the Ghana Police Service

The study revealed that discrimination exists in the police service. This was affirmed by approximately 56 per cent of the respondents contacted. Approximately 44 per cent however denied ever experiencing any form of discrimination in the service.

The study found that discrimination on the grounds of ethnicity recorded the highest percentage (38%). Discrimination based on gender recorded approximately 24 per cent. Discrimination relating to sexual harassment and sexual orientation recorded 12 per cent and 4 per cent respectively (see table 4.8).

The study further disclosed that even though some respondents did not personally experience any act of discrimination, they received complaints from peers regarding discriminative acts

against them. Approximately 63 per cent of respondents confirmed receiving complaints of being discriminated against.

Surprisingly, the study found that approximately 54 per cent of respondents failed to report their experiences. This they argued was not necessary since that would further lead to victimization.

5.2.2 Effect of Workplace Discrimination on Employee Performance

In assessing the effect of discrimination on employee performance, respondents were asked questions using 7 variables. First the study sought the perception of respondents regarding discrimination. Almost all respondents agreed strongly with the statement that discrimination was a bad experience hence must be discouraged and resisted by all.

On the second variable, the study examined whether discrimination was a source of disincentive to work. This finding reaffirmed the assertion that where there is discrimination, skills and competencies cannot be developed, rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over.

Interestingly, respondents disagreed with the statements that sought to link the effect of discrimination to resignation and feeling of regret for joining the police force. This, respondents argued that even though they go through this practice (discrimination) day in day out, it was not too serious to warrant resignation from the service.

5.2.3 Assessment of existing legal remedies on discrimination

The study also assessed the contribution of legal remedies in mitigating the effect of discrimination on employee performance. The study found that legal relieves were weak and

non responsive to the plights of victims. Approximately 56 per cent assented to this (see table 4.13).

5.3 Conclusion

The object of this research was to assess the effect of workplace discrimination on employee performance. The study found that even though some level of discrimination is needed for decision making, extreme form of discrimination relating to ethnic, gender or sexual orientation and even political persuasion should be discouraged. Discrimination is also a source of disincentive to employees or personnel of the police service and if not controlled would result in low productivity which may have security implications for the country.

5.4 Recommendations

The study provides some insightful results and also an avenue for future use in the field of Human Resource practice. Having undertaken the research to assess the effect of workplace discrimination on employee performance, the researcher recommends the following;

5.4.1 Training programmes for personnel of the GP service

It is extremely imperative to properly train all personnel and managers to ensure that they are familiar with discrimination laws. This will help to ensure that in the discharge of their duty or a meeting between managers and subordinates discrimination is reduced to the minimum. Some laws that personnel and managers should be familiar with are the Labour Act, Civil Rights Act and the police code of conduct.

5.4.2 Enforcement of Policies by the Ghana Police

The IGP and other commanders must attack the uncomfortable topic of discrimination in their handbook. They must be clear about what is considered discriminatory and what the

consequences are for any person found violating the policy. Again, in this step it is imperative to treat all personnel the same regarding discrimination claims. It is also very important to take all claims seriously and conduct a thorough and proper investigation.

Additionally, the Police service must have a written termination policy which explains how and why personnel's service can be terminated in relation to discrimination.

However, management must not lose sight of the fact that some level of discrimination is required for decision making. For instance, during the recruitment and selection of applicants to join the police force, some level of discrimination is allowed to pave way for the right people to be selected.

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Questionnaire

Dear Sir/ Madam,

This research is being undertaken as part of the requirements for the award of a degree in Human Resources Management from the Christian Service University College, Kumasi. The study seeks to examine the effect of workplace discrimination on employee performance using Ghana Police Service as case study. The research is strictly for academic purpose; hence information volunteered would be highly confidential. We shall be grateful if you could take a few minutes of your time to answer the following questions.

Instruction: Please select the appropriate answer by ticking where applicable. You may also be required to complete open ended questions in the spaces provided. Thank you.

PART I: BACKGROUND INFORMATION

1. What is your station?
    A. Asawase PS [   ]   B. Central PS [   ]   C. Buokrom PS [   ]
2. Which unit or department do you belong?

    A. MTTU [ ]   B. CID [ ]   C. DOVVSU [ ]   D. Striking force [ ] E. Buffalo [ ]

    F. Narcotics / DLEU [ ], G. Anti-Human Trafficking Unit [ ]

3. How long have you served in the above department / unit?

    A. less than 5 years [   ]   B. 5- 10yrs [   ]   C. 11-15yrs [   ] D. More than 15 years [   ]

4. What is your rank in the Police Service (GPS)?

  (A). Constable   [ ]   (B). Corporal [ ] (C). Segeant   [ ] (D). Inspector [ ]

  (E). Chief Inspector [ ], (F). ASP [ ], (G) DSP [ ],   (H). SP [ ],   (I). CSP [ ]

5. Which age bracket do you belong?

 A. 23 -30 yrs [   ]   B. 31 – 35yrs [   ]   C. 36 – 40 yrs [ ] d. Above 40 years [   ]

6. What is your gender?   a. Male [   ]   b. Female [   ]

PART II: NATURE OF DISCRIMINATION IN THE GHANA POLICE SERVICE

7. Have you experienced any form of discrimination since you joined the GPS?

a. Yes [ ]   b. No [   ]

8. How would you classify the form of discrimination experienced if you answered **Yes** in Q7 above?

A. Sexual Harassment [ ] B. Age Discrimination [   ]   C. Race Discrimination [   ]

 D. Sexual Orientation Discrimination [   ], E. Gender Discrimination [   ] F. Others, please specify ....

9. Without providing full details, can you give an account of the nature of discrimination as experienced in the past or present?

....
....
....

10. If No to Q7 above, have you received any complaints from colleagues as far workplace discrimination is concerned?

a. Yes [ ]   b. No [ ]

11. Have you reported or encouraged colleagues to report this act of discrimination to any authority?

a. Yes [ ]   b. No [   ]

12. If Yes, how would you assess the response from the said authority?

a. Very effective [   ]   b. Effective [   ]   c. Not all effective [   ]

PART III: EFFECT OF WORKPLACE DISCRIMINATION ON EMPLOYEE PERFORMANCE AND PRODUCTIVITY

In this section, you are required to assess the effect of discrimination on your performance within the GPS. Using the following likert scale where 1= Strongly agree, 2= agree, 3=Neutral   4= Disagree   5 = Strongly disagree

NO	Statement	Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
13	Discrimination is a bad experience					

14	I am de-motivated when discriminated against					
15	Some form of discrimination is good for decision making					
16	I feel sad when coming to the office					
17	I don't feel welcome around my colleagues					
18	I feel like resigning from the service					
19	I regret joining the GPS because of discrimination					

PART IV: ADDRESSING WORKPLACE DISCRIMINATION

The focus of this section is to identify possible ways of reducing discrimination within the GPS.

20. In what ways do you think workplace discrimination could be reduced or eliminated in the GPS?

....
....
....
.... …………………………………………………………

21. What is your assessment of existing legal remedies for workplace discrimination within the GPS?

a. Weak [ ]   b. Effective [ ]   c. Neutral [ ]