

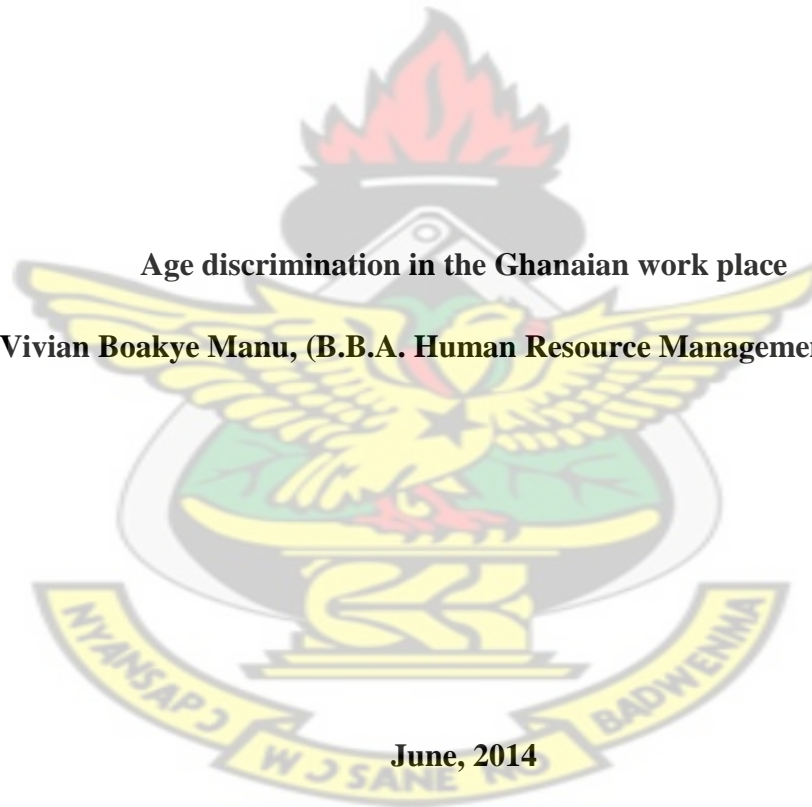
KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ART AND SOCIAL SCIENCES

SCHOOL OF BUSINESS, KNUST

Age discrimination in the Ghanaian work place

Vivian Boakye Manu, (B.B.A. Human Resource Management Hons)



June, 2014

AN INVESTIGATION INTO AGE DISCRIMINATION IN THE GHANAIAN WORKPLACE

By

Vivian Boakye Manu, B.sc./B.B.A. Human Resource Management (Hons)

KNUST

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A Thesis Submitted to the Department of Managerial Science, Kwame Nkrumah
University of Science and Technology in partial fulfillment of the requirements for the
degree of

MASTER OF BUSINESS ADMINISTRATION (HRM OPTION)

School of Business, KNUST

College of Art and Social Sciences

June, 2014

DECLARATION

‘I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resource Management Option) Degree and that to the best of my knowledge, it 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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ABSTRACT

Age discrimination is where different treatment is given to different persons because they are too old or too young. In the Ghanaian society there is this culture or belief that the elderly person is always right, wiser and more respectable than the young, and this has been transferred to or manifested at the workplace. Age discrimination unlike the other forms of discrimination seems to be a worldwide problem both in the society and workplace. Johnson (2006), a British legal publisher has said age discrimination and ageism for that matter will affect more people at some stage in their lives than any other discrimination, since the laws of the land has allowed it to continue. The study examined the causes and effects of age discrimination in the Ghanaian workplace, the impact of this problem on the desired performance, productivity and growth in the Ghanaian workforce and suggests possible ways to reduce or minimize age discrimination at the Ghanaian workplace. The study also has the following specific objectives of identifying the categories of age discrimination at the Ghanaian workplace, the impact of age discrimination on productivity of employees in the Ghanaian workplace, the impact of age discrimination on commitment of employees and the role unions play in preventing age discrimination in the Ghanaian workplace. The method employed in conducting the study involved the use of questionnaires with close-ended questions followed by quantitative analysis, to find out the views of personnel on age discrimination in the Ghanaian workplace. The quantitative data analysis involved figures and numerical analysis with the help of statistical instruments specifically SPSS. After a thorough analysis of the data collected for the study, the researcher found that age discrimination is not quite an issue in organisations in Ghana as were indicated by the various banks (HFC, Barclays, Sinapi Aba and Noble Dream) and KMA even though it suggested some level of impact on productivity and commitment. The researcher concluded that although there is not much noise being made about age discrimination at the Ghanaian workplace, it is important to note that age discrimination is not good for business and ageist remarks can make work unbearable for the person at the receiving end. The recommendation here is that, from a practical perspective, improving ageism climates in the workplace could positively affect employee retention, commitment and productivity in the Ghanaian workplace.

ACKNOWLEDGEMENT

I must acknowledge that this study has been very tasking. A lot of assistance and advice were received from persons without whom it would have been impossible to complete this research work.

First of all, I am most grateful to God Almighty for granting me the Grace upon Grace in seeing me through this study successfully!

My sincere thanks and appreciations go to my children and especially my husband, for the numerous errands he had to make with me in distributing and collecting questionnaires. I say a big thank you to him and may the good Lord bless him.

I am sincerely thankful for the life of my supervisor Miss Hannah Vivian Osei, for her enormous contributions right from the beginning of my work through to the end. I am most thankful for the patience she had each time I had to call on her for guidance and direction. I pray that the Almighty will replenish her efforts not only towards me but all the others she supervised. Finally, I acknowledge all those who helped me in various ways, who do not want their names mentioned here. God Richly Bless you all, Amen.



DEDICATION

This study is dedicated to my dear husband Mr. Louis A. Gyamfi and my lovely children Glenn Emmanuel Gyamfi, A. Owusu-Ansah Gyamfi Jr., Dorcas Nana Serwaa Gyamfi and Josh O. A. Gyamfi, for the love and support they showed and gave throughout the course of my research work.

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TABLE OF CONTENT

Title Page.....	ii
Declaration.....	iii
Abstract.....	iv
Acknowledgement	v
Dedication.....	vi
Table of content	vii
List of tables.....	x
List of figures.....	xi
List of abbrevaitons.....	xii

CHAPTER ONE - INTRODUCTION

1.0 Background of Study	1
1.1 Statement of Problem.....	6
1.2 Objective of the study	6
1.2.1 <i>General Objective</i>	6
1.2.2 <i>Specific Objectives</i>	6
1.3 Research Questions.....	7
1.4 Significance	7
1.5 Brief Methodology/ Research design.....	8
1.6 Scope of study.....	8
1.7 Limitations of the study	9
1.8 Organisation of the study	9

CHAPTER TWO - LITERATURE REVIEW

2.0 Introduction.....	11
2.1 Types of Discrimination	12
2.1.1 <i>Common Types of Age Discrimination</i>	13
2.1.2 <i>The Meaning of Race, Ethnicity, Discrimination and Prejudice.</i>	14
2.2 Theories of Age Discrimination.....	15
2.2.1 <i>Society's Age Structure</i>	15
2.2.2 <i>Cohorts and Age Structures.</i>	18

2.2.3 Gender, Age and the Life Course.....	19
2.2.4 Male Dominance in Feudal Societies.	20
2.2.5 Gender and Age Stratification	20
2.2.6 Gender and Age in Industrial Societies.	22
2.2.7 Sexism and Ageism.....	23
2.2.8 Ageism and Productivity.....	25
2.2.9 Commitment and Productivity	26
2.2.10 Commitment and Ageism	28
2.2.11 Ageism and Unions	30
2.2.12 Evidence of Employee Discrimination against Older Workers	31
2.3 Perspectives on Gender and Age	32
2.3.1 Interactionist Views of Gender and Age	33
2.3.2 Social Movements among the Elderly.....	34
2.4 Culture and Tradition; Gender Roles: A Cultural Phenomenon	36
2.5 The Doctrine of Freedom of Contract and Discrimination in Relation to Employment.	40
2.5.1 Ghanaian Law and Discrimination.....	41
2.5.2 Genuine Occupational requirement and Discrimination.....	42
2.7 Creating Non-Discrimination and Caring Environment at the Ghanaian Workplace.....	44
2.7.1 How Old Is Too Old/ Young Is Too Young?	45
2.7.2 Job Search Options.....	45
 CHAPTER THREE - METHODOLOGY AND ORGANISATIONAL PROFILE	
3.0 Introduction.....	47
3.2 Sources of Data	48
3.2.2 Secondary data	48
3.3 Population	48
3.4 Sample Size and Sample Procedure/ Sampling Techniques	49
3.5.2 Validity and Reliability of the Questionnaire	51
3.6 Data Analysis	51
3.7 Organisational Profile	52
3.7.1 KMA (Public Sector).....	55
3.7.2 Financial Institutions (Private Sector)	58

CHAPTER FOUR - DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction.....	61
4.1 Distribution and Return of Questionnaires	61
4.1.1 Definition of Variables used in the Study.....	52
4.1.2 Description of Variables used in the study	53
4.1.3: Table Descriptive Statistics	62
4.1.4 Table Correlation Analysis.....	63
4.1.5 Model Specification	52
4.1.6 Diagnostic Test	54
4.2 Demographic Characteristics.....	63
4.3 Identifying the categories of age discrimination at the Ghanaian workplace	68
4.4 Impact of age discrimination on productivity	78
4.5 The impact of Age discrimination on Commitment	80
4.6 Ageism and Productivity: the role of Unions in preventing age discrimination.....	83

CHAPTER FIVE - SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction.....	87
5.1 Summary of findings	88
5.2 Conclusion	89
5.3 Recommendations.....	90
APPENDICES	96

LIST OF TABLES

Table 3.1 Sample Size and Sample Procedure/ Technique.....	50
Table 3.2 Definition of Variables used in the Study.....	52
Table 3.3 Description of Variables used in the study.....	53
Table 4.4: Descriptive Statistics.....	62
Table 4.5 Correlation Analysis.....	68
Table 4.6: Identifying the categories of age discrimination at the Ghanaian workplace.....	70
Table 4.7: Results of the impact of Age Discrimination on Productivity.....	79
Table 4.8: Result of Normality test of Age Distribution and Productivity.....	80
Table 4.9: Results of the impact of Age Discrimination on Commitment.....	81
Table 4.10: Result of Normality test of Age Distribution and Commitment.....	83
Table 4.11: Results of the effect of Union Activity on Productivity.....	84
Table 4.12: Results of the effect of Union Activity on Productivity.....	84

LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	46
Figure 4.2 Gender of the Respondents.....	63
Figure 4.3 Age of the Respondents.....	64
Figure 4.4 Level of Education of Respondents.....	65
Figure 4.5 Employment Status of Respondents.....	65
Figure 4.6 Current Position of Respondents.....	66
Figure 4.7 Work Experience.....	67
Figure 4.8 Organisational Size of the Respondents.....	67



LIST OF ABBREVIATIONS

ADEA – Age Discrimination in Employment Act

HR – Human Resource

RFOA – Reasonable Factor Other than Age

OC – Organisational Commitment

AC – Affective Commitment

CC – Continuance Commitment

NC – Normative Commitment

CSE – Core Self – Evaluation

SPSS – Statistical Package for Social

OLS – Ordinary Least Square



CHAPTER ONE

INTRODUCTION

1.0 Background of Study

Age discrimination has been around for longer than people can remember and mankind have passed through discrimination of one type or another. Especially in our part of the world, that is, Africa and Ghana for that matter, our cultures and some religious beliefs have made it possible for various types of discrimination.

For instance there is gender discrimination – where the male is preferred to the female both in social life and the workplace.

Discrimination on the grounds of tribe, ethnicity or religion where a person may never be given an office or position because one may belong to any or either of the above groupings, e.g. a Muslim, a Christian or a Traditionalist. (Survey data, 2014)

According to the provisions of article 17(3) of the 1992 constitution of Ghana, to discriminate means “to give different treatments to different persons attributable only or mainly to their respective descriptions by race, place of origin, political opinions, colour, gender, occupation, religion/creed, where by persons of one description are subjected to disabilities or restrictions to which persons of another description are not made subjects or are granted privileges or advantages which are not granted to persons of another description.

1.0a Definitions of Age Discrimination

Age discrimination is where the young is discriminated against in favour of the elderly.

In the Ghanaian society there is this culture or belief that the elderly person is always right, wiser and more respectable than the young, and this has been transferred or manifested at the Ghanaian work place.

Ageism or age discrimination is stereotyping and discriminating against individuals or groups because of their age. It is a set of beliefs, attitudes, norms and values used to justify persons/people based on age. It is not being open to people of different ages (Butler, 1968). A company with jobs that can be open for people of most ages show discrimination if they specify particular ages as being between 35 to 45 years in the case of Ghana. Statements or specifications in job notices or adverts of age preference and limitations are common in the Ghanaian dailies.

Age discrimination unlike the other forms of discrimination seems to be a worldwide problem both in the society and workplace. Johnson (2006), a British legal publisher has said age discrimination and ageism for that matter will be a major problem for many people at some stage in their lives than any other form of discrimination, since the laws of the land is showing no signs of ending this trend. He further said that ageism affects younger people too who can be discriminated against in the job market. Age discrimination involves treating someone (an applicant or employee) less favourably because of his/ her age.

The Age Discrimination in Employment Act (ADEA, 1967) elsewhere only does not permit age discrimination against workers who are 40 years and above which means that workers under 40 years are not protected, although some countries do have laws that protect younger workers from age discrimination. Some employers or other covered entities do favour older workers over younger ones, even if both workers are 40 years or older and can still be acting within the confines of the law. Discrimination can occur when the victim and the person who inflicted the discrimination are both over 40 years. In the advanced countries where proper and established laws are in place, the law forbids age discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment. In Ghana and such other countries it is against the law to harass a person because of his or her age. Making derogative or offensive remarks about the age of a person for instance, may be part of harassment.

Although the law is not against simply teasing an employee, making offhand comments, or isolated incidents that are not very serious, harassment is unlawful when it is done in a frequent and severe manner that results in a hostile or offensive work environment or when it leads to a negative employment decision (such as the victim being fired or demoted). In such cases the one being harassed can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not part of the organisation, such as a client or customer (ADEA, 1967).

An employment policy or practice that applies to everyone, regardless of age, can be said to be against the law if it has adverse effect on applicants or employees who are 40 years or older and is not based on a Reasonable Factor Other than Age (RFOA/ADEA, 1967). In addition, to being considered "old," experienced candidates are sometimes considered more of a liability (higher salary, pension, benefits costs, etc.) than an applicant who is younger would be. The middle-aged or even younger persons should keep in mind that they are not alone as observations have shown that:

- a) Workers over 45 years stay unemployed longer than younger workers.
- b) By 2018, the number of employees over 55 years will reach 39 million, compared to 27 million in 2008 (Tossi, 2009).
- c) Much older workers are considering postponing retirement because of the economic crunch.
- d) It has been established that there is no relationship between age and job performance.

There is also employment discrimination which happens when a job seeker or an employee is treated unfavorably because of his or her race, skin colour, national origin, gender, disability or religion. Older job seekers can develop and implement strategies that can help them to secure gainful and meaningful employment. The above statements are true pictures in the Ghanaian workplace and there seems to be little or no attention given to check this menace which is gradually preventing diversity in the Ghanaian workforce.

HR specialists should take a critical look in the area of age discrimination which is currently causing problems in the areas of recruitment, promotion, training and career development, succession planning where management plan ahead ten years or more before people leave or enter the organisation. Other areas that need to be critically looked at and properly addressed are the unfair dismissals, redundancy and retirement age resulting from age discrimination in the Ghanaian workplace. Furthermore, the effects of age discrimination on employee commitment and productivity should carefully be examined whether the activities of unions at the workplace can minimize or moderate these effects (Survey data, 2014).

Age discrimination is not good for business and ageist remarks can make work unbearable for the person at the receiving end. This can slow down productivity of individual workers, thereby reducing departmental, organisational and the overall productivity and growth of the nation. Valuable skills and talents may be lost or untapped when workers are treated unfairly, i.e. either they are considered too old or too young to be of any good use at the workplace- which tends to adversely affect commitment.

Employers (both individuals/private and government/public) and top management should consider talent and not age to help them reap the benefits of an age diversity and committed workforce and reduce recruitment and training costs and retaining key skills or knowledge (Survey data, 2014).

1.1 Statement of Problem

Age discrimination is not good for business and ageist remarks can make work unbearable for the person at the receiving end. This can slow down productivity of individual workers, thereby reducing departmental, organisational and the overall productivity and growth of the nation. This research has been finding out what valuable skills and talents may be lost or untapped when workers are treated unfairly, i.e. either they are considered too old or too young to be of any good use at the workplace. Hence, the problem this research was intended to investigate into is age discrimination in the Ghanaian workplace (Survey data, 2014).

1.2 Objective of the study

This study investigated the causes and effects of age discrimination in the Ghanaian workplace and the impact it has had on employees' commitment and productivity. The objective of the study is divided into two: the general and specific.

1.2.1 General Objective

The general purpose/objective was to investigate the causes and effects of age discrimination in the Ghanaian workplace and the impact on employees' and organisational productivity.

1.2.2 Specific Objectives

- i. To identify the categories of age discrimination at the banks (HFC, Barclays, Sinapi Aba and Noble Dream) and KMA.

- ii. To identify the impact of age discrimination on productivity of employees in these banks and KMA
- iii. To identify the impact of age discrimination on commitment of employees at these banks and KMA
- iv. To identify the role unions play in preventing age discrimination in these banks and KMA

1.3 Research Questions

- i. What are the various categories of age discrimination at these banks and KMA?
- ii. What is the impact of age discrimination on productivity of employees in these banks and KMA?
- iii. What is the impact of age discrimination on commitment at these banks and KMA?
- iv. What is the role of unions in preventing age discrimination in these banks and KMA?

1.4 Significance

This research or study is going to impact positively on the Ghanaian society especially those at the workplace, since this research has made some important findings and recommendations which will serve as solutions to reduce or avert age discrimination at the Ghanaian workplace. These include some suggestions that will make companies and the legislative bodies in Ghana want to design policies to check and reduce age discrimination in the workplace.

1.5 Brief Methodology

The researcher carried out an analytical or explanatory research on 'age discrimination in the Ghanaian work place' and used descriptions to suggest or explain why personnel are discriminated against either they are too old or too young. The sources of data were both the primary and secondary data. The primary data were from the staff of Noble Dream, Sinapi Aba, HFC and Barclays banks (private institutions) and KMA (public institutions). The secondary data were from books, theses, reports, journals, magazines and newspaper articles.

A population of 1590 which covered both management and non- management staff of the banks and KMA in Adum, Bantama, Kwadaso and Ahodwo – Kumasi were used for the study. Again, a sample size of 320 which cut across the above population was used. Questionnaires were used to collect data/information from the banks and KMA, followed by quantitative analysis using Statistical Package for Social Sciences (SPSS) for analysing data/information gathered and presented in the form of figures and tables.

1.6 Scope of study

The study covered workforce in the public and private organisations. It involved both male and female employees of youthful to adulthood ages from banking and government institutions. The study has been a wide scope covering as many as four private banks and one public institution in Adum, Ahodwo, Bantama and Kwadaso within the Kumasi metropolis.

1.7 Limitations of the study

Like any other study or research, this study had some limitations.

- 1) Time limit to complete and submit work; the researcher had to combine attending lectures , preparing for mid-sem and assignments as well as the exams and making trips to the various workplaces to and fro for gathering the needed information.
- 2) Financial constraints to the researcher ; the volume of questionnaires printed , paying for trips to and back from the various institutions and banks to distribute questionnaires and collect data and the cost of printing extra copies of questionnaires to replace lost ones after distribution and printing out the final chapters or documents for presentation.
- 3) Non-cooperative attitudes of some respondents in giving out some vital information. Also, delays in attending to and completing questionnaires were very worrying and almost impossible in some instances when respondents intentionally sent the researcher away to call on another time with fantastic excuses.

Non-the less, the final presentation of this work reflects a true presentation of the views of personnel who were familiar with the sources of information on this research topic.

1.8 Organisation of the study

Chapter one presented the introduction/background information, statement of the problem, objective of the study, research questions and significance of the study.

Chapter Two reviewed the relevant literature including the various forms and definitions of discrimination, theories and meanings and overview of age discrimination.

Chapter Three covered the research methodology, i.e. all the methods and techniques used in collecting and analyzing data.

Chapter Four contained data presentation, analysis and discussions of findings.

Chapter Five presented summary of findings, conclusions and recommendations.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section/chapter reviews the relevant literature to bring into focus, the views expressed by various writers and researchers of discrimination and for that matter age discrimination in society and at the workplace. This includes the various forms and definitions of discrimination by different people under different circumstances, theories on the various types of discrimination, types of age discrimination, effects of age discrimination on employee commitment and productivity, commitment and ageism, productivity and ageism, ageism and unions and overview of age discrimination at the workplace.

2.0.a Definitions of Age Discrimination

The practice of treating someone or a particular group in society less fairly than others can be termed as discrimination. Any behavior that is based on prejudiced attitudes is also discrimination. Ageism is a more popular term which is often used than gerontophobia, which is a phobia or fear of aging. In Dr. Butler's first edition of ageism (1968), he noted that, prejudice could move in other directions with respect to age, especially, that of the old toward the young. When age is put on a continuum as a social construct, we may have power and authority at one end and powerlessness and loss of authority at the other end.

Individuals or groups are discriminated against whenever they are denied equal access/treatment as well as opportunities afforded to the dominant group. Such persons may be denied employment, promotion, training, or other job- related privileges based on their race, lifestyle, gender, or other characteristics that have little or nothing to do with the qualifications needed for a job. It is a prejudiced attitude for an employer to believe that people who are overweight tend to be lazy. You engage in discrimination if you refused to hire someone simply because that person is overweight (ADEA, 1967).

There are various forms of discrimination experienced in Ghana, for instance gender discrimination- where the male is preferred to the female both in social life and the workplace. Age discrimination is where the young is discriminated against in favour of the elderly in the Ghanaian society and workplace. There is this culture or belief that the elderly person is always right, wiser and more respectable than the young/ youth. The term “Ageist” refers to someone who treats people unfairly because they are considered too old or too young to be useful. Thus, “Ageism” is unfair treatment of people because they are too old or too young (Butler, 1968)

2.1 Types of Discrimination

There are many forms of discrimination, common ones are: Gender, Age, Race, Ethnicity, Disability and Sexual Orientation.

2.1.1 Common Types of Age Discrimination

There are various common manifestations or types of age discrimination. The following are some common sources of illegal discrimination based on age:

Reverse Age Discrimination

This form of discrimination occurs when it is an issue against a young person rather than an older individual or worker. Trying to make claims or prove of such discrimination therefore becomes very difficult. There is employee discrimination when existing employees do not like to work with certain groups especially the young and demand higher wages to work with them or they are less productive at integrated work sites (Becker, 1971).

Age Discrimination in Employment

Workplace discrimination is the most common type of age discrimination. A lot of older employees suffer from age discrimination layoff, or a layoff based on age and not the pretext claim of a genuine business related need to lay off workers. Other situations may include age harassment of older workers with the illegal intent to run them out of their jobs in a forced retirement to allow younger workers to take their places at reduced salary levels.

Position Based Age Discrimination

This type of age discrimination occurs when a qualified worker is refused promotion/ position by his employer and a younger, less experienced worker is given the position

instead at a lesser pay level. An employer who discriminates due to a prejudice is willing to accept lower profits to avoid taking on the group they do not like (Becker, 1971; Stiglitz, 1974).

2.1.2 The Meaning of Race, Ethnicity, Discrimination and Prejudice.

Racism is an ideology based on the belief that an observable, supposedly inherited trait, such as skin colour, is a mark of inferiority that justifies discriminatory treatment of people with that trait. Chief among these are the tendency to view members of other groups in terms of stereotypes and to use those stereotypes to justify differential attitudes (prejudice) and behaviours (discrimination) toward such individuals.

Prejudice is an attitude that puts a person in defined category, be it a plus or minus, on the basis of real or imagined characteristics (stereotypes) of a group of which that person is a member. Discrimination, on the other hand, refers to actual unfair treatment of people on the basis of their group membership. The distinction between attitude and behaviour is important. Prejudice is an attitude and discrimination is a behaviour. As Merton (1949) pointed out, there are people who are prejudiced who discriminate against members of particular groups.

There are also people who are not prejudiced but who discriminate because it is expected of them. Merton's distinction between prejudice and discrimination is valuable because it points to the variety of attitudes and behaviours that exist in multicultural and multiracial societies. However, it does not address the fact that certain persons are discriminated

against regardless of the attitudes and behaviours of individuals. This form of discrimination is part of the “culture” of a social institution; it is practiced by people who are simply conforming to the norms of that institution and hence is known as institutional discrimination.

At its simplest, the systematic exclusion of people from equal access to and participation in a particular institution because of their race, religion, or ethnicity is known as institutional discrimination. All of the institutions involved- the employers, the local governments, the schools, the real estate agencies, etc.- may claim that they apply consistent standards in making their decisions. They claim they hire the most qualified applicants; they sell to the highest bidder; they apply the law evenhandedly; in short, they do not discriminate. Yet in adhering to its institutional norms each perpetuates a situation that was created by past discrimination (Epstein, 1985).

2.2 Theories of Age Discrimination

There are a lot of theories on age discrimination and the following are a few to be mentioned:

2.2.1 Society's Age Structure

The lifespan of man is divided into "seasons of life" in all societies (Hagestad and Neugarten, 1985; Zerubavel 1981). This is done through cultural norms that define periods of life, such as adulthood and old age and channel people into age grades-sets of statuses and roles based on age. These systems of age grades "create predictable, socially

recognised turning points that provide roadmaps for human lives" (Hagestad and Neugarten, 1985). Graduations, Communion, weddings, retirements and funerals are some of the ceremonies that are used to mark these turning points. Age strata are rough divisions of people into layers according to age related social roles. We speak of infants, preschoolers and primary -school children, teenagers and young adults and so on; these distinctions help to create a series of younger-to-older layers or strata in the population. Different amounts of scarce resources like wealth, power and prestige are controlled by different persons of the age strata/layers (Riley et al., 1988).

Numerous Laws establish inequalities between youth and adults; they include laws governing the rights to vote, to purchase alcoholic beverage, to incur debt and the like. In theory a person who lacks the right of adults, who are responsible for providing him or her with adequate food, shelter and education (and are presumed to have resources to do so) are treated unfairly as children. In practice, however, hundreds of thousands of children and teenagers do not receive the care that is intended to offset their unequal status under the law. Social scientists often refer to the life course, which may be defined as "a pathway along an age differentiated, socially created sequence of transitions" (Hagestad and Neugarten, 1985, also Cain, 1964; Clausen, 1968; Elder, 1981).

The cultural norms that specify the life course and its important transitions create what is thought of as "the normal predictable life cycle"(Neugarten, 1969). We expect that we will go to school, find a job, get married, have children and so on at certain times in our lives and we consider it somewhat abnormal not to follow this pattern.

Social scientists often refer to ceremonies that mark the transition from one phase to another as rites of passage (Gennep, 1960 / 1908).

The confirmation, the bar mitzvah, the graduation and retirement party are examples of rites of passage in modern society. The life course is constructed from categories like childhood, young adulthood, adulthood and mature adulthood and old age., our definitions of these categories lack stability and uniformity of the age grades found in many traditional societies. For example, the French historian Aries (1962) showed that in Western civilization the concept of childhood as a phase of life with distinct characteristics and needs did not develop until the late seventeenth century. Before that time children were treated as small adults.

They were expected to perform chores and to conform to adult norms to the extent possible. When they reached puberty they were usually married, often to spouses to whom they had been promised in infancy. In eighteenth century European societies, boyhood was conceived as a time when male children could play among themselves and receive education in the skills they would need as adults. Girls in contrast were treated as miniature women who were expected to work alongside their mothers and sisters. Through these childhood experiences girls and boys learned the norms of gender, the society's definitions of what is "masculine" and "feminine". In most societies the numbers of males and females in the population are about equal .Under normal conditions males slightly out number females in infancy and childhood but in adulthood and old age females outnumber males because women tend to live longer than men (Bogue, 1985).

Demographers express these relationships in the form of sex ratios: The sex ratio of a population is the number of males per 100 females; a sex ratio of 100 means that there are the same numbers of males as of females in the population. The sex ratio among newborn infants averages between 105 and 106, meaning that there are somewhat more males than females (Bogue, 1969; Hall, 1978; Matras, 1973). Since males tend to be more susceptible to diseases and more prone to homicides and accidents, between the ages of thirty and fifty the proportions of men and women in most populations are nearly equal and somewhat imbalanced by a shortage of men, by age sixty and beyond, however, females clearly outnumber males.

2.2.2 Cohorts and Age Structures.

When we think about age, we tend to think in terms of age cohorts, or people who are about the same age passing through life's course together (Bogue, 1969). Our own successes and failures are measured against the standards and experiences of our own cohorts-our schoolmates, our workmates, our senior circles -as we pass through life.

The cohort concept is used by demographers to study how populations change. If we divide populations into five-year cohorts, grouped vertically from zero to 100+ and divided into male and female, we can form a population pyramid which is a useful way of looking at the influence of age on a society.

High birthrates expand the base of the typical third-world pyramid and that high rates of infant mortality cause base to decrease rather dramatically within the first ten or fifteen years. High mortality rates in later cohorts bring the pyramid to a sharp point. In the

advanced nations by contrast, the birth rates is far lower and much more constant. There are bulges in the pyramid for particular cohorts but for the most part cohorts pass in regular fashion through the stages of life.

2.2.3 Gender, Age and the Life Course

The conflict that women often feel over matters of career and marriage, the poverty and violence that mar so many childhoods, the experience of people who are growing old in a society in which their traditional values are questioned-, these are almost universal themes in the contemporary world. Inequalities of gender and age contribute to the stratified structure of every society. In the developed countries, women's income average about 70 percent of men's. This is a vast improvement from the early decades of this century, when women's earnings were only about half those of men but as women and men increasingly perform the same work, the remaining income differences are an indicator that women rank lower than men in the society's stratification system (Menchu, 1984).

The same is true of people of different ages. A disproportionate number of children and elderly people are living in poverty. The rate of poverty among the elderly has decreased immensely due to interventions like Social Security and Medicare, but equivalent protection has not been provided for children born into poor families. These facts highlight the importance of understanding how a society's age and gender structure is formed and the social forces that are changing it. The population of every society exhibits a particular age and gender distribution, and their effects on social institutions.

2.2.4 Male Dominance in Feudal Societies.

The origins of gender and age inequality in most modern societies can be traced to their feudal periods. Most industrial societies developed out of feudal societies, either as a result of revolutions (in Europe) or through changes brought about by colonialism (in North and South America, Asia, and parts of Africa). Although they are no longer as easily justified, many of the norms that specify separate spheres of activity for males and females, as well as the subordination of women to men, were carried over to modern societies. In some feudal societies these norms were far more repressive than those found in modern societies; in others, the subordination of women was disguised as reverence or worship (de Rougemont, 1983).

2.2.5 Gender and Age Stratification

After class and race, the most important dimensions of inequality in modern societies are gender and age. As stated earlier, gender refers to a set of culturally conditioned traits associated with maleness or femaleness. There are two sexes, male and female; these are biologically determined ascribed statuses. There are also two genders, masculine and feminine; these are socially constructed ways of being a man or a woman. Gender roles are the sets of behaviours considered appropriate for individuals of a particular gender.

Controversies over whether women in the armed forces can serve in combat or whether men with children ought to be eligible for family leave from work are examples of issues arising out of the definition of gender roles. Whenever we think of women's roles as

requiring male direction, which is the case in many households and organisations, then the unequal treatment of men and women is directly related to gender roles.

Similarly, age is a source of social inequality when people of different ages are treated differently or channeled into statuses and roles that carry differing degrees of prestige or power. All human societies are stratified by age and gender, meaning that males, females and younger and older people are channeled into specific statuses and roles. As we advance through the life cycle, age and gender roles usually interact in patterning our behaviour and consciousness. 'Act your age'; "Be a man"; "She is a real lady"- with these familiar expressions we let each other know that our behaviour is or is not conforming to the role expectations associated with our particular gender and age (Epstein, 1985). Also, we often discover that certain roles are not open to us because of our age or our gender- we may be forbidden to drive a car, not allowed to serve our country in military combat, forced to retire from our jobs, and so on.

All societies differentiate among their members on the basis of gender and age in that men and women of different ages are expected to behave in different ways. But the roles assigned to men and women of different ages are accorded differing amounts of income, power, or prestige, and these patterns of inequality contribute to the society's system of stratification. For example, a man who has gained the position of chief executive officer of a Fortune 500 firm will have money and power and great prestige; when he retires, he may still have great wealth, but he will lose the prestige associated with his position. Even greater will be his loss of power upon leaving the corporation. Should he die and

leave all his wealth to his wife, the new widow will have the wealth and the prestige that comes with it, but she will have little power unless the fortune is so large that she can become a philanthropist whom others petition for funds.

2.2.6 Gender and Age in Industrial Societies.

In modern industrial societies age and gender interact to shape people's views of what role behavior is appropriate at any given time. Before puberty, boys and girls in the United States tend to associate in sex-segregated peer groups. Because they model their behavior on what they see in the home and on television, girls spend more of their time playing at domestic roles than boys do; boys meanwhile play at team sports more than girls do. These patterns are changing at different rates in different social classes, but they remain generally accepted norms of behavior. And they have important consequences: women are more likely to be socialized into the "feminine" roles of mother, teacher, secretary, and so on, while men are more likely to be socialized into roles that are considered "manager or military leader". It is expected that men will concern themselves with earning and investing while women occupy themselves with human relationships (Baron and Bielby, 1980; Chodorow, 1978; Rossi, 1980).

Childhood socialisation explains some of the inequalities and differences between the roles of men and women, but we also need to recognize the impact of social structures. As sociologist Epstein (1988, p. 240) points out, human beings have an immense capacity "to be guided, manipulated, and coerced into assuming social roles, demonstrating behavior, and expressing thoughts that conform to socially accepted values".

Through such means, gender roles become so deeply ingrained in many people's consciousness that they feel threatened when women assert their similarities with men and demand equal opportunity and equal treatment in social institution. In their adult years men enjoy more wealth prestige and leisure than women do. Working women earn less than men do, and they are frequently channeled into the less prestigious strata of large organizations. Even as executives they are often shunted into middle-level positions which they must do the bidding of men in more powerful positions.

Similar patterns are found in all advanced industrial nations. After their working years are over, men in industrial societies tend to suffer a greater decline in social status than women do because they often derive so much of their personal identity from their occupational roles. But although retirement generally presents men with more difficult social and emotional adjustments than those faced by women, most studies of the effects of retirement and loss of occupational roles show that all but a small minority of people adjust to retirement with few, lasting negative effects. As the elderly enter their last years, however, the number of men decreases rapidly.

2.2.7 Sexism and Ageism

Stratification by gender and age is reflected in attitudes that reinforce the subordinated status of women and the elderly. The term sexism is used to refer to an ideology that justifies prejudice or discrimination based on sex. This ends up in placing women into positions that are befitting for women and their exclusion from statuses seen as appropriate for men. Sexist attitudes also tend to "objectify" women as objects for

adornment or sex rather than as individuals worthy of a full measure of respect and equal treatment in social institutions (Benokraitis and Feagin, 1986) .

This can be seen in the case of beautiful women often viewed as nothing more than an object for admiration. Being a woman is a master status in that gender tends to outweigh the person's achieved statuses. This is even more painfully true for beautiful women. Someone like Marilyn Monroe is thought of only in terms of her beauty; the person beneath the surface is ignored (Benokraitis and Feagin, 1986).

The objectification of women can be seen in the beauty contest, which came into being in the summer of 1921, when the first Costume and Beauty Show was held at a bathing beach on the Potomac River. This was later adopted by the entertainment industries across the world, and it is a current practice in Ghana.

Ageism is similar to sexism; the term refers to an ideology that justifies prejudice or discrimination based on age. Ageism limit people's lives in many ways, both subtle and direct. It may label the young as incapable of learning. It labels the elderly as mentally incapable or too frail to get around. But people of all ages increasingly reject these notions. In their everyday lives in families and communities, for example, older people continually struggle against the debilitating effects of ageism. "Just because I need help crossing the street doesn't mean I don't know where I'm going," an elderly woman said to community researcher Keith (1982, p. 198).

Gerontologist Butler (1989) observes that “the younger generation perceive themselves differently from older people as a result of ageism: thus they subtly cease to identify with their elders as human beings”. Dr Butler a physician and social scientist, has found that as the proportion of older people in a society increases, the prevalence of ageism also increases. The younger generations, he notes, tend to fear that the older, increasingly frail and dependent generations will deprive them of opportunities for advancement.

2.2.8 Ageism and Productivity

Productivity to output of employees in relation to input – can be high or low.

Researchers (Taylor and Walker, 1998) examined the relationship between attitudes towards older workers held by personnel managers and directors in large organisations (500 or more employees). This covered virtually the whole range of industrial sectors (excluding agriculture) and their employment practices, with the aim of exploring the operations of work place social closure and the social construction of age in organisations and to provide practical information to better inform policy making towards older workers.

Analysis indicated by attitudes associated with recruitment, training and promotion practices were; perceived trainability, creativity, cautiousness, physical capabilities, the likelihood of having an accident and ability to work with younger workers. Attitudes which showed no relationship with employment practices were; perceived productivity, reliability, ability to adopt to new technology, interest in technological change and

flexibility. It is argued that these findings stress the need to target stereotypical attitudes towards older workers if age barriers in employments are to be removed.

However, it is also argued that educational campaigns alone are likely to exert only limited influence against a background of long term decline in economic activity rates among older workers. The researchers also reiterated that future research studies need to take greater account of potential differences between different groups of older workers in any given situation at the workplace. Contrary to common belief, there is a complex relationship between age and productivity (Guest and Shacklock, 2005). There is no general evidence of an age-related decline, though attributes change with age. In fact, some evidence suggests that older workers are generally more productive, because of their higher levels of organisational commitment and loyalty (Brosi and Kleiner, 1999: 101).

2.2.9 Commitment and Productivity

In today's competitive and strategic world every organisation is facing new challenges with regards to sustaining productivity and creating committed workforce. In recent times, no organisation can perform at peak levels unless each employee is committed to the organisation's objectives. Hence, it is important to understand the concept of commitment and its feasible outcome.

A number of studies have been conducted to investigate the concept of Organisational Commitment" (OC). Commitment remains the most challenging and researchable

concept in the fields of management and organisational behavior. There have been several measures and definitions about OC. In the past decade, Meyer and Allen (1991) developed a three- component model of OC which has been the dominant framework for OC. This three-component model is based on a more comprehensive understanding of OC.

The model consists of:

- i. Affective Commitment (AC) which refers to the emotional attachment to one's organisation,
- ii. Continuance Commitment (CC) which is the attachment based on the accumulation of valued side bets (e.g. pension, skill transferability, relocation, and self-investment) that co-vary with organisational membership and
- iii. Normative Commitment (NC) which is also the attachment that is based on motivation to conform to social norms regarding attachment.

It is necessary for any organisation to create an awareness of the commitment level of employees. That is, knowing the effect of Affective, Continuance and Normative commitment on sustained productivity.

The concept of organisational commitment was derived from an article “The organisation Man” written by Whyte in 1956. Commitment is realised when a person, by making a side bet, links extraneous interests with a consistent line of activity. Grusky (1966) relates commitment with “The nature of the relationship of the member to the system as a whole”.

Brown (1969) categorised commitment as including something of the notion of membership; reflecting the current position of the individual; having a special predictive potential, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution, and other related outcomes; and suggesting the differential relevance of motivational factors .

According to Meyer & Allen (1997) commitment “is a psychological state that characterises the employees’ relationship with the organisation and has implication for the decision to continue membership in the organisation.”

From the above definition it is clear that commitment is different from motivation or general attitudes and can lead individuals to behave in a way, from the prospective of neutral observer, might seem in contrast to their own self-interest. Yeatts et al. 2000 indicated that greater loyalty, and hence longer expected tenure, may help offset the perceived problems of amortising training costs when compared to younger workers with longer periods of working life ahead of them.

2.2.10 Commitment and Ageism

Commitment refers to the extent to which an employee is willing to sacrifice for his/ her job assigned. It is estimated that by 2018, workers age 55 or older will consist of one fourth of the labour force (Tossi, 2009). The aging workforce is dramatically affecting the labour population and the labourforce is expected to face staffing shortages of epidemic proportions because of early retirement due to a number of reasons of which ageism may be one. In addition, the labour shortage could be escalated by the greater

willingness of young employees to turn over (Aiken et al., 2001). Therefore, probing into how the workplace context affects retention of workers is important.

The present study sought to address the labour shortage concern through examining how the workplace climate associated with age-related worker treatment and individual characteristics affect employee retention. The study helped to develop and validate new ageism climate measures, which included younger worker, older worker, and general ageism climates. It also examined how ageism climates affect people's job withdrawal intentions, organisational commitment, and work engagement and investigated whether Core Self-Evaluation (CSE; Judge et al., 1998) moderates the ageism climate relationships with the outcome variables.

During the scale development and validation process, the study revealed that assessments of younger and older worker ageism climates depend on the age of the respondent, whilst the general ageism climate did not have this dependency. Because younger and older ageism climates displayed measurement non-equivalence across age groups, each of the hypotheses was tested using three sample variations (under 40, 40 and older, and combined sample).

In the under 40 sample, CSE buffered the negative effects of negative older and younger worker ageism climates, and CSE enhanced the positive effects of a positive general age climate on turnover intentions and organisational commitment. In the 40 and older sample, the less ageist younger and older worker climates were associated with decreased

turnover intentions and increased affective commitment. Finally, in the combined sample, it was observed that a less ageist general ageism climate was associated with lower turnover intentions and greater affective commitment.

The results contribute to our understanding of how perceptions of age-related treatment affect important workplace outcomes. The findings also support ageism climates as separate measures. However, additional measure development and validation is needed because this was the initial study to investigate ageism climate.

This study has implications for the relational demography paradigm (Tsui & O'Reilly, 1989) in that people's age group identification may affect their ageism climate perceptions. This potentially explains the differential relationships among the ageism climates on the outcomes between the under 40 and 40 and older age groups. From a practical perspective, improving ageism climates in the workplace could positively affect employee retention, which could alleviate some of the labour shortage concerns. This study could be applicable in the Ghanaian workplace.

2.2.11 Ageism and Unions

Union activity refers to how employees mobilize themselves at the workplace to fight for social and economic benefits. Surveys have shown that the most commonly cited form of employment discrimination is age bias, and that it can affect workers of all ages. This goes to confirm that age discrimination can affect both the young as well as the older worker. Age discrimination in the workplace has been unlawful since time immemorial and from 6 April 2011 the Default Retirement Age which allowed employers to forcibly

retire workers from age 65 has been phased out. Trade unions and the TUC have campaigned against age discrimination and for effective legislation to tackle it.

Many unions have negotiated with employers to eliminate age bias/discrimination and to provide better opportunities for young workers as well as the old ones. In recent years, measures have been adopted in unionised workplaces to help extend working lives such as removing fixed retirement age policies and adopting flexible retirement options. However, current pension ages and benefits must also be protected for workers to have genuine choice and flexibility about how and when they retire.

Union responses to ageism and the early exit trend that were investigated based on a documentation received from some forty unions revealed that, though some attention has been given to age discrimination in union agendas, policies against early exit are not well informed by current conception of ageism (Duncan et al., 2003).

2. 2. 12 Evidence of Employee Discrimination against Older Workers

Lahey (2008) investigated age discrimination by posting fictitious applications by women to thousands of entry level vacancies. To his surprise, his computer generated a result that showed job applications which closely matched each other with the exception of age. This evidence no wonders suggested employer discrimination: a bias towards young workers found to be 40 percent more likely to be offered an interview than older workers. She found no evidence of employee discriminating against the other though she considered her test as elementary.

2.3 Perspectives on Gender and Age

Whenever scholars ask why people are treated differently because of their gender or age, biological explanations often come up first. To a casual observer it seems obvious that men are stronger than women and are less tied to the home because they do not bear children. And is it not obvious that people in their prime years are mentally and physically superior to the young who have yet to reach maturity, and to the old, whose bodies and minds are showing signs of decay? We need only to accept these simple biological truths to understand why societies assign different roles to women and the elderly than to men in their prime years. Sociologists (Morris, 1968 ; Oakley, 1974)), as noted earlier, have found that gender and age roles are culturally conditioned rather than biologically determined.

With regard to age stratification, functionalists argue that it depends directly on the roles that people of different ages are expected to perform. For example, elderly people in preliterate societies are culture bearers. They preserve the group's history, its knowledge of crafts and techniques, and its genealogies.

The spread of literacy deprives the elderly of their vital roles as keepers of cultural knowledge such as specialists – lawyers, scientists, teachers, and the like. As a result, their position in the society becomes less important, and they may even come to be seen as burdens (Bengston et al., 1985).

The well- known gerontologists Riley and Riley, Jr. (1989) believe that there is a growing mismatch between the strengths and capacities of older people and their roles in society.

As people live longer, they often find themselves living alone with few constructive roles that demand their time and attention. Neglect of the elderly further reduces their mental and physical strength. The Rileys believe that “increasing numbers of competent older people and diminishing role opportunities cannot long coexist” (1989, p. 28).

2.3.1 Interactionist Views of Gender and Age

Identity and age-appropriate behavior are also related to social status; an elderly corporate executive, for example, is often treated with far more deference than a retired elderly corporate executive. Central to any account of adult identity, according to Becker and Strauss (1956, p. 123) “is the relation of change in identity to change in social position”. The most important of such change is the attainment of adulthood, which is marked by entry into such statuses as marriage, military service, and a steady job. Entry into old age, on the other hand, is often marked by retirement from work which is accompanied by the loss of a significant status and the roles associated with it.

In some societies, age confers new statuses and roles that are far less ambiguous than those found in the United States. Elderly people in Africa, for example, generally do not attempt to look younger; instead, they accept their age and insist on the respect that is normally given to older people in their cultures. As is the case in Ghana, the elderly is more respected in social life and at the workplace, making the young employees especially to suffer disrespect at the workplace.

2.3.2 Social Movements among the Elderly

Although they have been less far reaching than the women's movement, social movement among the elderly led by organisations like the Gray Panthers and the Association of Retired Persons, have had a significant impact on society. And as the population continues to age, we can expect to see more evidence of the growing power of the elderly. Let us see how changes in the consciousness of the elderly people themselves are altering the way sociologists formulate questions about old age.

Until the social movements of the 1960's prompted the elderly to form movements to oppose ageism and fight for their rights as citizens, disengagement theory has been the well known social-scientific view of aging. Numerous empirical studies had shown that old people gradually disengage from involvement in the lives of younger people and from economic and political roles that require responsibility and leadership.

In a well-known study of aging people in Kansas City, Cumming and Henry (1971) presented evidence that as people grow older, they often gradually withdraw from their earlier roles and that this process is a mutual one rather than a result of rejection or discrimination by younger people. From a functionalist viewpoint, disengagement is a positive process both for society as a whole (because it opens up roles for younger people) and for the elderly themselves (because it frees them from stressful roles in their waning years).

The trouble with disengagement theory is that, on the one hand, it appears to excuse policymakers' lack of interest in the elderly and on the other hand, it is only a partial explanation of what occurs in the social lives of elderly people. An alternative view of the elderly is that of re-engaged in new activities known as activity theory. This view states that the elderly suffer a sense of loneliness and loss when they give up their former roles. In such situations, they need activities that will serve as outlets for their creativity and energy (Palmore, 1981). Theories of aging are not simply abstract ideas that are taught in schools and universities. The disengagement and activity theories lead to different approaches that often impose definitions of appropriate behavior on people who do not wish to conform to those definitions. Gerontologists have rejected both theories in recent times. They see older people as free moral agents who want to lead lives in a variety of ways based on their individual habits and preferences developed earlier in life.

Elderly people themselves express doubt that activity alone results in successful adjustment to aging or happiness in old age. For example, in her study of a French retirement community Keith (1982) found that the residents seem to offer support to the gerontologists who have tried to mediate the extreme positions, disengagement vs. activity, by introducing the idea of styles of aging. Some people are happy when they are very active, others are happy when they are relatively inactive. From this point of view, life-long patterns of social participation explain the kinds and levels of activity that are satisfying to different individuals. In sum, for the elderly as well as for women, there is a growing tendency among social scientists to emphasize individual needs and capabilities.

The social movements for gender and age equality also advance the needs of individuals but in a collective manner, by asserting the needs of entire populations and rejecting preconceived notions of what is best for all women, all youth, all men, or all the elderly.

2.4 Culture and Tradition; Gender Roles: A Cultural Phenomenon

There used to be the assumption that men and women existed in two separate worlds, one for women and the other for men. “ Church, school and family- these chief agents of a child’s socialization – worked together to transmit the notion that boys were to be brought up in a way that would make them to be the doers, thinkers, and movers in the world at large. Girls, on the other hand, were expected to grow up to be wives and mothers and anything apart from this involvement would be wrong” (Scanzoni and Scanzoni, 1976, pp.18-19).

Out of this gender-based division of labour, which defined the activities that were appropriate for men and women, grew the notion of differences in men’s and women’s abilities and personalities. These differences were thought to be natural- an outgrowth of biological and psychological differences between males and females (Epstein, 1985).

Behaviours that did not fit these patterns were viewed as deviant and in some cases as requiring severe punishment. Recent researches in social sciences have shown that there are innate biological or psychological reasons for the different roles and temperaments of men and women. Mead’s (1950) famous research in New Guinea directly challenged this assumption.

Mead was one of the first social scientists to gather evidence to show that gender-specific behaviour is learned rather than innate. Although hunting-and –gathering societies sent men out to hunt while women cared for the home, in early agrarian societies there was a less rigid division of labor. In early horticultural societies women had more power than they did in hunting-and-gathering societies or in later feudal societies. Women maintained the grain supply and knew the lore of cultivation, and they were priestesses who could communicate with the harvest and fertility gods (Adler, 1979; Balandier, 1971/1890).

The division of labour by gender was never fixed; it could always be adapted to new conditions. In industrial societies, technological advancement has reduced the importance of the greater strength of men, which makes less sense to maintain the earlier divisions of labour. Indeed, modern societies have demanded more involvement of women in a broader range of tasks. Women are now competing with men as military and police officers, engineers, scientists, judges, political leaders, and the like; they may be found in many roles that were assumed to be unsuitable for women earlier in this century. Recent figures show that women have increased their share of employment in many occupational groups that were formerly male “turf”.

The proportions of female executives and managers have increased dramatically, as have those of technicians and professionals. But older barriers and assumptions continue to stand in the way of equal access to male-dominated occupations such as precision production. Conversely, women continue to be disproportionately represented in “pink-

collar” occupational sectors such as clerical and administrative support and domestic service (Bianchi and Spain, 1986). These changes in gender roles have given rise to the demand that women have not been excluded from access to any roles, including those that are accorded high levels of power and prestige. The desire for full participation in society also applies to the aged, who, like women, have often been thought of as a subordinate, dependent population.

Until recently, for example, the reigning theory in the field of gerontology (the study of aging and of older people) stated that people in their later years need to “disengage” gradually from their work and family roles. This means that they should retire from their jobs and find new, less demanding roles with less power and responsibility. But recent research had shown that no single theory can be applied to all aging people.

Research by Andrew Greeley and others shows that many elderly people have the ability and strength to continue in their earlier roles. Greeley (1991) also found that there is a high correlation between life satisfaction and sexuality among the elderly. And although youth remains an extremely popular cultural value among Americans, who would have thought that rock stars like Jerry Garcia and Tina Turner would continue to be teenage idols well into their middle years.

Disengagement theory can be, and often is, used as an excuse for unequal treatment based on age (Hochschild, 1975; Maddox and Camp-bell, 1985). It is also true, however, that the fastest- growing proportion of the elderly are the very old. The 1990 census revealed

this. A lot of traditions have generally respected womanhood, though occasionally we find derogatory references to women. Many societies in and around Africa have a patriarchal inheritance structure, and hence the father is seen as the family head.

In the Indian society, special prayers are said for the birth of sons but we do not have any record of prayers said for the birth of daughters- (as in Atharva Veda). Here too, we find that a number of names are used to differentiate a girl child from a boy child. With regard to education, we see a lot of males being given the chance to enroll in schools than females in Ghana and elsewhere.

In ancient times and not long ago, parents would enroll all their male wards in various educational institutions while leaving their female wards at home to fend for house chores. Some of our grandmothers and our mothers were victims and witnesses to this form of discrimination. This form of discrimination (gender) may be attributed to the fact that throughout the ages, women have been thought of as having little weight of intellect- as once hinted by Ghandhi (a stereotypical explanation).

However, women's place in the society has improved a lot in Ghana and elsewhere in recent times. Women's place in politics, industry/business institutions, education, professions, at the workplace, at home and in societies have received tremendous boost with the help of persisting women advocates.

2.5 The Doctrine of Freedom of Contract and Discrimination in Relation to Employment.

In the case of *Allen v Flood* (1898). Lord Davey stated that an employer may refuse to employ a workman in a most mistaken, capricious, malicious or morally reprehensible motives that can be conceived but the workman has no right of action against the employer. This means that a man has no right to be employed by any person for any reason whatsoever. Under the common law, an employer has absolute freedom to choose his employees and for that matter an applicant who is refused employment has no right in action in the law court against the employer.

However, over the years the common law doctrine of freedom of choice by the employer has been restricted by Law. Example, Section 3 of 1968 Race Relations Act provided that it shall be unlawful for any employer or any person connected with employment to discriminate against any person seeking employment on the basis of race. Any discrimination of this form can be described as unfair discrimination. Under the English Law, an employer is presumed to have discriminated against an applicant for employment when two conditions are met:

1. Vacancy for the type of job the applicant has applied for.
2. The applicant is qualified to fill that vacancy. Where these two conditions are met by the applicant but the applicant is refused employment, then, it is presumed that the applicant has been unfairly discriminated against. However, the employer can give evidence to show that he or she has not in fact discriminated.

In Ghana, Section 1 of the Labour Act 2003, Act 651 spells out clearly that “This Act applies to all workers and employees except the armed forces, the police service, the prisons service and the security and intelligent agencies or services specified under the security and intelligence act “Act 526” -1996”.

Also section 14 of the Labour Act stated emphatically that “an employer shall not in respect of any person seeking employment or of persons already in his employment discriminate against a person(s) on grounds of : gender, race, colour, ethnic origin, religion, creed, social or economic status, disability or politics.”

2.5.1 Legal Implications of Ghanaian Law and Discrimination

According to the provisions of article (3) of the 1992 constitution; to discriminate means “to give different treatments to different persons attributable only/mainly to their respective descriptions, by race, place of origin, political opinions, colour, gender, occupation, religion or creed where by persons of one description are subjected to disabilities of restrictions to which persons of another description are not made subjects or are granted privileges or advantages which are not granted to persons of another description.” Act (3) of the 1992 constitution says that “women are to be given equal right to training and promotion without any impediments whatsoever.”

Also Act (6) (b) provides that there should be regional and gender balance in recruitments and appointments to public office.” Once this is met it means that discrimination has been done away with. However per the provisions of section 1 of the labour Act, fair discrimination is acceptable. Article 190 of the constitution gives a list of

public offices in Ghana that will need regional and gender balances. However, this cannot be seen working as expected due to certain environmental, religious and cultural practices.

2.5.2 Genuine Occupational requirement and Discrimination.

There are situations where occupational requirements make it practical to exclude certain people from getting particular jobs. In such a situation the employer cannot be said to have discriminated against the applicant. The situations include;

- 1) Height qualification- Height can be a qualification for the employment of an employee. Example: Police service requires a minimum height qualification for recruitment, thus 5.8 feet for men and 5.4 for women.
- 2) On the basis of this, if any applicant is not up to the required height, the recruitment agency may decide to discriminate against such a person.
- 3) Privacy and Dependency: The situation where the consideration for privacy and dependency on the job to be performed by the applicant is purely that which involves physical contact, the applicant could be discriminated against. For instance, a headmistress of a girls' secondary school may discriminate against men when it comes to the employment of house mistress or school nurse.
- 4) Cultural Practices and Ethnicity: There are situations and circumstances where acceptance or membership of a particular ethnic group is fundamental for the success of a particular job. For instance, where a commercial bank is operating in an area with large illiterate population, it is preferably that in the course of employing someone to help in the bank's operations, it is proper for such a person

to understand the cultural practices and ethnic ideologies of the area in order to make the bank's business to succeed.

- 5) The Law Itself: Sometimes the law accepts discrimination. There are situations where the law itself makes it clear that certain people should not be given certain jobs. The law states that someone charged with criminal offence cannot hold a public office. Section 58 of the Labour Act provides that an employer should not employ a young person in an underground mined works. Also, according to article 62 of the 1992 constitution, a person shall not be qualified for election as the president of Ghana unless (a) he or she is a citizen by birth, (b) he or she has attained the age of 40 years.

2.6 Overview of Age Discrimination at the Ghanaian Workplace.

Age discrimination has been around for longer than people can remember and mankind have passed through discrimination of one type or another. Especially in our part of the world, that is, Africa and Ghana for that matter, our cultures and some religious beliefs have made way for various forms of discrimination. In the Ghanaian society there is this culture or belief that the elderly person is always right, wiser and more respectable than the young, and this has been transferred to or manifested at the Ghanaian workplace.

Age discrimination unlike the other forms of discrimination seems to be a worldwide problem both in the society and workplace. Alan Johnson, a British legal publisher has said age discrimination and ageism for that matter will affect more people at some stage

in their lives than any other discrimination, since the laws of the land has allowed it to continue.

He further said that ageism affects younger people too who can find themselves discriminated against in the job market. The above statements are true pictures in the Ghanaian workplace and there seems to be little or no attention given to check this menace which is gradually preventing diversity in the Ghanaian workforce. HR specialists should take a critical look in the area of age discrimination which is currently causing problems in the areas of recruitment, promotion, training and career development. Other areas that need to be critically looked at and properly addressed are the unfair dismissals, redundancy and retirement age resulting from age discrimination in the Ghanaian workplace. Employers (both individuals/private and government/public) and top management should make talent as their objective and forget about age in order to have the benefits of an age diversity workforce in reducing recruitment and training costs, and retaining key skills or knowledge.

2.7 Creating Non-Discrimination and Caring Environment at the Ghanaian Workplace

Here, organisations should prioritise the critical organisational and human resource needs to proactively manage the impact of age discrimination on the organisations and their employees. To this end, companies/organisations should answer such questions:

2.7.1 How Old Is Too Old/ Young Is Too Young?

Believe it or not job seekers are reporting age discrimination. By age forty and above, one can see him or herself as an unwanted material in some industries. In addition to being considered "old", experienced candidates are sometimes considered more of an expense (-higher salary, pension, benefits costs, etc) than a younger applicant would be. If you are middle aged, or even younger, keep in mind that you are not alone in the struggle of age discrimination at the Ghanaian workplace.

There are over 16million persons over 55years who are either working or seeking work. By 2015, the number of employees over 55years will reach a record 31. 9million, compared to 18. 4 million in the year 2000 (Tossi, 2009). However, extensive research has found no relationship between age and job performance.

2.7.2 Job Search Options

What options are there for those considered too old or too young by hiring managers and companies? It is typical to find employment vacancy adverts in Ghanaian newspapers with age limits opting from 28 to 35years. This means that personnel of ages below 28years and above 35years are often discriminated against. In such cases, it is recommendable to consider working for “a younger or an older worker friendly” employer.

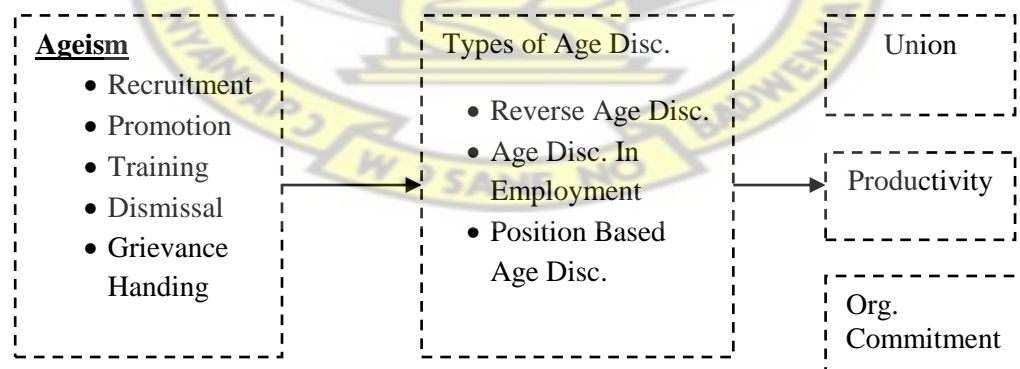
How can companies’ HR outfits address the perception that younger and older workers are not as capable or as qualified as adult counter-parts?-Here, there should be continuous review to improve appropriate organizational and HR development measures/policies as

well as union agendas to manage current and future age discrimination issues to ensure employees' commitment and enhance organizational productivity.

Also, through awareness creation and education to reassure employers and blow the “misconceptions out of water”, that extensive research has found no relationship between age and job performance. Above all, HR policies at the Ghanaian workplace should be designed in a way that will encourage and create an atmosphere that allows young employees to have their fair standings/positions with the accompanying respect in organizations, as the adults or older employees.

Below is the conceptual framework showing the relationship between ageism and productivity and the roles played by the unions and commitment, with ageism as the independent factor and productivity as the dependent factor.

Conceptual Framework: Figure 2.1



Source: Survey Data, 2014

CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

Methodology refers to all the methods and techniques used during and after the collection of data. It is a chapter of descriptions of the main procedures under methodology namely Research Design, Data Collection and Data Analysis. These have been presented under the following subheadings:

3.1 Research Design

Research Design is a blueprint that describes the procedures and methodology a researcher employed during a research. It describes issues pertaining to the study area and purpose of the research. This research for that matter was a survey and had an explanatory/descriptive purpose.

The sample procedure for the study was simple random sampling. The researcher used the probability sampling strategy which ensured that each member of the population has equal chance of being selected for the study. The appropriate approach that was adopted for this research was the quantitative perspective or technique which was most suitable in that, human behaviour cannot be easily measured and as such a lot of human behaviour has been shaped by factors that are not always observable but may involve inner thoughts which may be difficult to generalise without taking time and steps to probe into people's mind in a form of appropriate questionnaires (Nsiah, 2009).

3.2 Sources of Data

The main sources of data collected were both primary from the staff of banks and government institutions and secondary from the library, newspapers articles, theses and journals.

3.2.1 Primary data

In collecting data for the study or survey, primary data (primary source), that is data which were collected for the first time by the researcher was used. Under the survey method, the suitable data collecting instrument that was workable on the people the researcher has been dealing with was questionnaires. Structured questionnaires were used for both few management and non-management staff as questions had predetermined answer choices for all which meant that a lot of personnel were reached over a short period since questions did not request detailed answers.

3.2.2 Secondary data

Under the library method (secondary source or data), documented sources which included newspaper articles, textbooks, published theses and magazines were used.

3.3 Population

The population refers to the entire group of personnel the researcher used for the study, that was, the accessible population with common observable characteristics in which the researcher was interested in studying.

A population of one thousand five hundred and ninety (1,590) was chosen for the survey.

This included managers and non-management staff of Noble Dream, Sinapi Aba, HFC and Barclays banks and KMA in the Kumasi Metropolis which has helped the researcher to come out with across board information on age discrimination in the Ghanaian workplace.

3.4 Sample Size and Sample Procedure/ Sampling Techniques

The sample size for the study was obtained by using the Burley's formula for determining the size for finite population as proposed by Yamani (1973) which was given by

$$n = \frac{N}{1 + N(e)^2}$$

Where n=sample size, N=population and e=level of significance.

The sample size for the study was three hundred and twenty (320) at 5% level of significance. The sample size of three hundred and twenty (320) which cut across the above population was used for the study. Sampling i.e. targeted population, sample size and sampling techniques helped to limit the time and budget constraints, analyse data effectively and easily and to manage data and reduce errors for the researcher.

The sample procedure for the study was simple random sampling. The researcher used the probability sampling strategy which ensured that each member of the population has equal chance of being selected for the study. The selected sample from the various organisations are shown on the table that follows:

Table 3.1 Sample Size and Sample Procedure/ Technique

Organisation	Population	Sample Size
KMA (public)	800	158
HFC (private)	140	35
BARCLAYS (private)	200	42
SINAPI ABA(private)	150	28
NOBLE DREAM(private)	300	57
TOTAL	1590	320

Source: Survey data, 2014

3.5 Data Collection Instruments

The instrument of data collection for the study was questionnaires (Appendix). A set of questions with closed ended statements which served as the questionnaire for the study were administered to management and non-management staff of banks,(private) and KMA (public) institutions in the Kumasi metropolis to obtain the needed information.

3.5.1 Structure of the Questionnaire

The study used closed-ended questions/statements with five point likert scale responses where “strongly disagree”=1, “disagree”=2, “neutral”=3, “agree”=4 and “strongly agree”=5 were used to measure the respondents view on their experiences at work concerning age discrimination. These responses were also to ascertain the participants view on age discrimination in general. Furthermore, to assess the respondent view on age

discrimination by their supervisors a five point likert scale were used where “never”=1, “once” or “twice”=2, “sometimes”=3, “often”=4 and “many times”=5.

3.5.2 Validity and Reliability of the Questionnaire

There are various types of validity that may be sought in research. This study adopted the use of content validity to find out whether the data collected through the questionnaires distributed to management and non-management were relevant to the objectives of the study. This was achieved when my supervisor made it clear that, the questions were relevant and definite. This was to make sure that the questionnaires covered the required questions for the study. These questions were accepted by my supervisor after some modifications.

Reliability on the other hand refers to the extent to which an instrument measures the same way each time it is used under the same conditions with the same object. The measurement of the questionnaires was obtained with the use of IBM SPSS 16. The Cronbach’s alpha value of 0.888 was found for assessing the questionnaires for this study confirming the reliability of the questionnaires.

3.6 Data Analysis

The researcher did quantitative data analysis which involved figures and numerical analysis with the help of statistical instruments specifically SPSS. Descriptive statistics including frequency tables and percentages and simple linear regression were used for testing hypotheses about the relationship between a dependent variable Y and an explanatory variable X.

3.6.1 Simple Linear Regression

Simple linear regression was used to test the relationship between a dependent variable Y and an explanatory variable X and for prediction (Salvatore and Reagle 2002). An example of simple linear regression is of the form: $Y = \alpha_0 + \alpha_1 X + \varepsilon_i$ which is the error term. This model was estimated using the ordinary least square.

3.7 Definition of Variables used in the Study

Table 3.2 presents the definition of the variables used in the study

Table 3.2: Definition of Variables used in the Study

Variable	Definition
Age discrimination	Refers to the unfair treatment of people because they are either too young or too old
Productivity	Refers to output of employees in relation to input – can be high or low
Commitment	Refers to the extent to which an employee is willing to sacrifice for his/her job assigned
Union activity	Refers to how employees mobilise themselves at their workplace to fight for social and economic benefits

Source: Survey data, 2014

3.8 Description of Variables used in the study

Table 3.3 presents the description of the variables used in the study.

Table 3.3: Description of Variables

Category	Variable	Description
Dependent variables	Prd	Productivity
	Comt	Commitment
	UAct	Union Activity
Independent variable	AgeD	Age Discrimination

Source: Author's construct

3.9 Model Specification

Based on empirical consideration, the following models were estimated:

Model 1

$$Prd = \alpha_0 + \alpha_1 Uact + u_i$$

Where $\alpha_p \geq 0$

Model 2

$$Comt = \beta_0 + \beta_1 AgeD + u_i$$

$\beta_f \geq 0$

Where $\beta_f \geq 0$

Model 3

$$AgeD = \theta_0 + \theta_1 Uact + u_i$$

$$\theta_1 \geq 0$$

Model 4

$$Prd = \phi_0 + \phi_1 Uact + u_i$$

$$\phi_1 \geq 0$$

Where all the variables were as previously defined except u_i which represented the error term

KNUST

3.10 Diagnostic Test

3.10.1 Heteroscedasticity Test

The problem of heteroscedasticity occurs when the variance of the error term is not constant for all the variables for the study. This situation will make the estimated coefficients unbiased but inefficient (Salvatore and Reagle 2002).

3.10.2 Normality Test

The residuals of an estimated model are expected to be normally distributed. Variables that are not normally distributed with substantial outlier can distort relationships and significance tests. Kolmogorov-Smirnov tests provided inferential statistics on normality, (Pareonline). The diagnostic test of the estimated coefficients passed the normality test and heteroscedasticity test.

3.11 Organisational Profile

Kumasi Metropolitan Assembly (KMA- public institution) and the financial institutions (private) in Ghana employs workers with ages ranging from 20's through 35's and 45's to

60's depending on the various needed and available skills, knowledge and abilities. However, employees who are above the ages of 35 years or older were found to be occupying managerial positions whilst those below 35 years were found to be in non-management and more energy demanding roles/positions.

Almost all the financial institutions in Ghana have no union activities of any form at their workplaces. KMA like other public institutions in Ghana has unions at their workplaces but have different age groups making up membership of junior staff and senior/management staff which may encourage age discrimination at the workplace.

3.11.1 KMA (Public Sector)

Brief on KMA

The Kumasi Metropolis is centrally located in the Ashanti Region of Ghana. Its unique central position makes it accessible from all corners of the country. It is the second largest city in the country and the administrative capital of Ashanti. It is a fast growing Metropolis with an estimated population of more than two million people and an annual growth rate of about 5.4%. The Metropolis is about 254 kilometers; its physical structure is basically circular with a central located commercial area.

There are concentrations of economic activities in the city. It is estimated that 48%, 46% and 60% of the Metropolis are urban, peri-urban and rural respectively, confirming the fast rate of urbanisation.

Mission & Vision Statement

Our Mission:

The Kumasi Metropolitan Assembly is committed to improving the quality of life of the people in the metropolis through the provision of essential service and creation of an enabling environment to ensure the total and sustainable development of the city. The mission of the Assembly is in tandem with the prime functions of District Assemblies as stated in the Local Government Act of 1993, Act 462, section 10, thus the District 'Shall be responsible for the overall development of the district and shall formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district.

Our Vision:

To develop Kumasi into a safe and vibrant city by improving city management through good governance, local economic development, tourism promotion, improved sanitation, improved environmental and social services as well as spatial and infrastructure development.

Function

The detailed function of this Assembly is set out in the LI 1614 of 1995. The execution of these laudable functions such as provision of socio-economic services requires efficient and effective mobilisation and utilisation of material, human and financial resources to improve the lives of the residents of the metropolis.

The following objectives derived from strategies designed to fulfill the above-stated mission were pursued during the period.

These were as follows: ensuring efficient service delivery, staff reorientation, co-ordination of departmental activities as well as client feedback information on the Assembly's performance, enhancing the planning, budgeting and project execution role of the Assembly, controlling haphazard land development and provision of basic social physical infrastructure - education and health facilities, improving environmental sanitation conditions through sound waste management practices; mobilising revenue and ensuring that expenditure lagged behind revenue. Others include promotion of civic participation and transparency in local governance and information sharing through the operationalisation of the satellite structures of the Assembly- Sub-Metros Councils, Town Councils and Unit Committees.

The following long-term objectives were also pursued; Developing human resource through increased access to good/quality education, ensuring a healthy population through efficiency and increase public access to health delivery, and the implementation of public health programme especially, child immunisation and HIV/AIDS control, sustaining agricultural extension service and making financial credit and form/agricultural inputs available to farmers for increased food production and above all provide adequate security to people and property in the metropolitan areas.

3.11.2 Financial Institutions (Private Sector)

Savings and Loans

Savings and loan associations, also known as S&Ls or thrifts, resemble banks in many respects. Most consumers don't know the differences between commercial banks and S&Ls. By law, savings and loan companies must have 65% or more of their lending in residential mortgages, though other types of lending is allowed.

S&Ls started largely in response to the exclusivity of commercial banks. There was a time when banks would only accept deposits from people of relatively high wealth, with references, and would not lend to ordinary workers. Savings and loans typically offered lower borrowing rates than commercial banks and higher interest rates on deposits; the narrower profit margin was a byproduct of the fact that such S&Ls were privately or mutually owned.

Credit Unions

Credit unions are another alternative to regular commercial banks. Credit unions are almost always organised as not-for-profit cooperatives. Like banks and S&Ls, credit unions can be chartered at the state level. Like S&Ls, credit unions typically offer higher rates on deposits and charge lower rates on loans, in comparison to commercial banks. In exchange for a little added freedom, there is one particular restriction on credit unions; membership is not open to the public, but rather restricted to a particular membership group. In the past, this has meant that employees of certain companies, members of certain churches, and so on, were the only ones allowed to join a credit union. In recent

years, though, these restrictions have been eased considerably, very much over the objections of banks.

Private Banks

Private Banks are increasingly part of larger commercial banks and international financial institutions. Almost every nationally known bank and financial services firm has a division that caters for wealthy clients.

Private Banks target high net-worth individuals and do not encourage, or in many cases accept, people of lesser means opening accounts. Private Banks look to provide a host of services beyond simple checking and savings accounts. Wealthy individuals often spend considerable resources sheltering their incomes and assets from the tax collector; tax planning, as well as the creation and sale of tax-minimising investment projects, is a major service of private banks.

Investment and Merchant Banks

While investment banks may be called "banks," their operations are far different than deposit-gathering commercial banks. Complicating matters further, many major commercial banks bought investment banks, and some investment banks have reorganised themselves as commercial banks, in many cases to make themselves eligible for government-funded bailouts.

Investment banks are principally involved in underwriting debt and equity offerings, trading securities, making markets and providing corporate advisory services. Investment banks are also active counterparties in a variety of derivative transactions. Confusing matters further, some investment banks, including those without true bank subsidiaries, will engage in bank-like activity. It is not uncommon for investment banks to provide bridge loans and stand-by financing commitments for mergers and acquisitions. Generally speaking, investment banks are subject to less regulation than commercial banks.

Merchant banking has changed more than perhaps any other category of banking. Merchant banks used to exist to finance international trade, providing financing, letters of introduction and credit, for ocean-going voyages. Merchant banks then evolved into something more like what private equity is today; very few institutions call themselves "merchant banks" today.

Industrial Banks

Industrial banks are a special category of financial institution that exists for very specific purposes. Industrial banks are financial institutions owned by non-financial institutions. As they are able to lend money, industrial banks are often used by their parent companies to facilitate financing for customers. Not all of these banks engage in lending; sometimes companies create industrial banks, simply to improve payment settlement efficiency and to reduce the costs of managing working capital accounts.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS/RESULTS

4.0 Introduction

This section discusses the results of the data analysis in determining the effect of age discrimination on productivity and other factors in their workplaces. This Chapter comprises the analysis and discussion of results on some demographic characteristics variables as well as the other variables/factors that addresses the set objectives. .

Descriptive statistics including frequencies tables and percentages and simple linear regression were used for testing hypotheses about the relationship between a dependent variable Y and an explanatory variable X . A simple linear regression is of the form $Y = \alpha_0 + \alpha_1 X + \varepsilon_t$. This model was estimated using the ordinary least square.

4.1 Distribution and Return of Questionnaires

The questionnaires were designed to obtain the respondents' view on age discrimination at Ghanaian workplace. Out of three hundred and twenty (320) questionnaires distributed, two hundred and eighty nine were answered correctly and returned. The response rate was therefore 90.3% which was adequate for the study.

4.3 Descriptive Staistics

Table 4.4: Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard dev.	Skewness	Kurtosis
Productivity	244	1.3	4.9	3.3324	0.71098	-0.219	-0.354
Commitment	228	1.0	5.00	2.9967	0.64392	-0.024	0.558
Age discrimination	229	1.0	4.62	2.0499	0.79880	0.686	-0.028
Union activity	239	1.0	4.90	2.9439	0.88267	-0.183	-0.467

Source: IBM SPSS Version 16

Table (4.4.) presents the descriptive statistics of some of the variables used in the study which included: productivity, age discrimination, commitment and union activity. The minimum and maximum values of these variables were 1 and 5 respectively. N represented the number of valid observations for the study. All these variables showed a positive mean. Age discrimination was positively skewed meaning that it had a long tail to the right. Productivity, commitment and union activity on the other hand exhibited a negative skewness. This implied that they had a long tail to the left. Productivity, age discrimination and union activity exhibit a negative kurtosis. This meant that they showed flatter distribution while commitment exhibited a positive kurtosis meaning that it peaked more. The standard deviations of these variables were not large therefore these observations were not spread out, meaning the variables were not much deviated from the norm or what was expected.

4.2 Demographic Characteristics

Taking into consideration some demographic characteristics for the researcher to really know the basic information about the respondents was the first thing done. Some of the demographic characteristics considered included; gender, age interval, highest level of education, employment status, years of working experience and current position of respondents. The following figures show the various demographic characteristic considered. Male workers sampled, slightly outnumbered their female counterparts with approximately 54 and 46 percent respectively. These responses are as shown in the pie chart in figure 4.2:

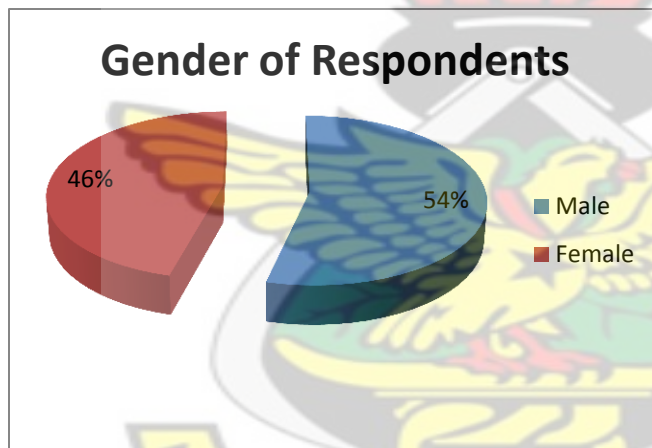


Figure 4.2: Gender of the Respondents. Source: Survey data, 2014

The age interval which played a center stage in this study was also analysed. Based on the age interval distribution as reported from Figure 4.3 we observed majority of the respondents being aged within the age interval of 20-30 years. This result indicated that, most of the working staff sampled from the research area was within their youthful age as well as energetic and can work continuously for a long time with at least little supervision. About 98 workers representing 34 percent were found to be aged within the

age interval 31-40 years and 27 respondents aged within the age interval 41-50 years. Very few of the respondents were aged above 60 years. These responses are as shown in the figure 4.3 below

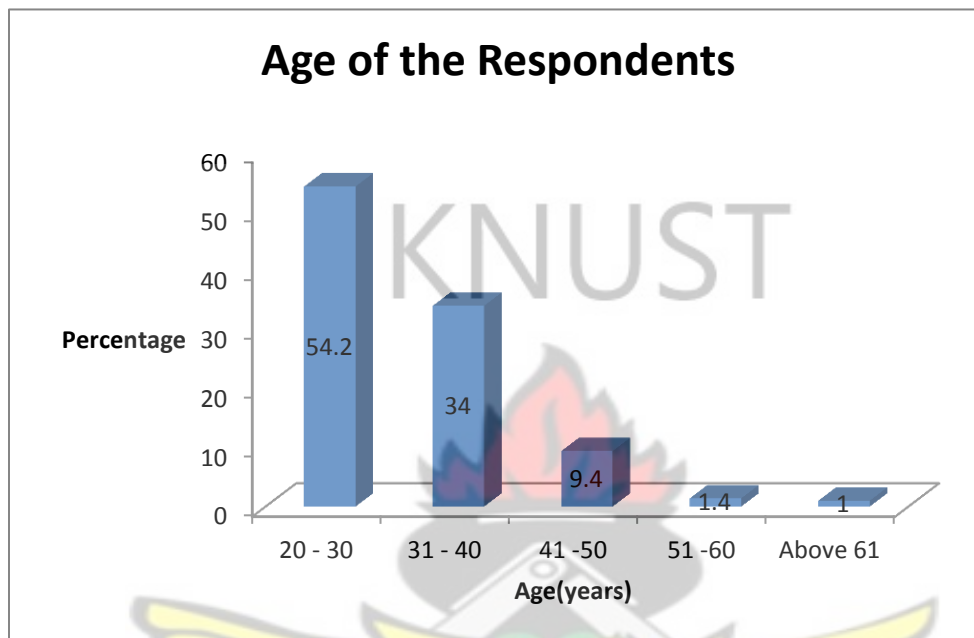


Figure 4.3: Age of the Respondents. Source: Survey data, 2014

We observed also that, the highest educational level attained by the respondents sampled were mostly first degree holders with 151 (52.4%), followed by 95 (33%) HND holders and 27(9.4%) master holders. Some also stated that they do hold some other qualifications including professional certificates (ACCA, ACA, CIMA, ACCE, etc.), diploma etc. These responses are shown in figure 4.4:

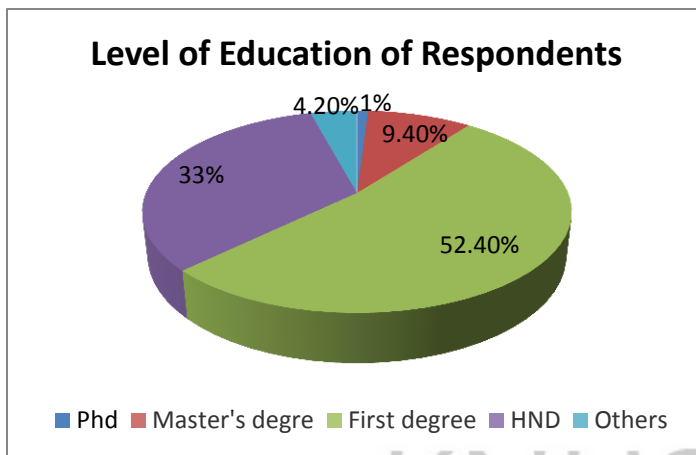


Figure 4.4: Level of Education of Respondents. Source: Survey data, 2014

This result showed almost all the respondents are educated and hence perhaps it might be attributed to the fact that, only those who work in the formal public sectors and other formal private sectors were included in the survey. Since the respondents sampled were only workers, there was nothing like unemployed respondents sampled, however, majority of the sampled workers were full time workers with 74.7 percent, with the remaining respondents working on a part-time basis and some on contract basis. These responses are shown in the pie-chart: Figure 4.5:

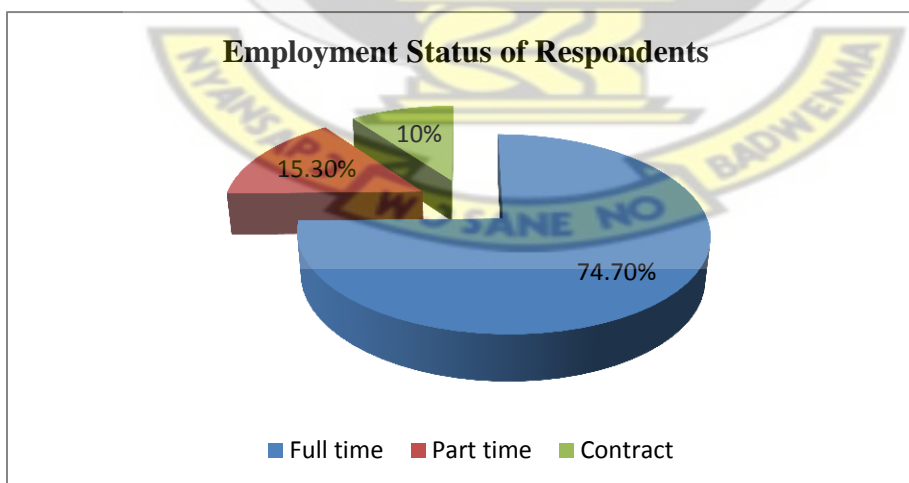


Figure 4.5: Employment Status of Respondents. Source: Survey data, 2014

Almost half of the respondents holding positions under management level and non-management level were included in the study, where slightly more non-management workers participated in the survey as against the management members. This was done in order ensure that, responses are gathered from both ends in order to ascertain the reality on the ground on whether there exist age discrimination in the various work places in the country. These responses are on the pie chart that follows: Figure 4.6:

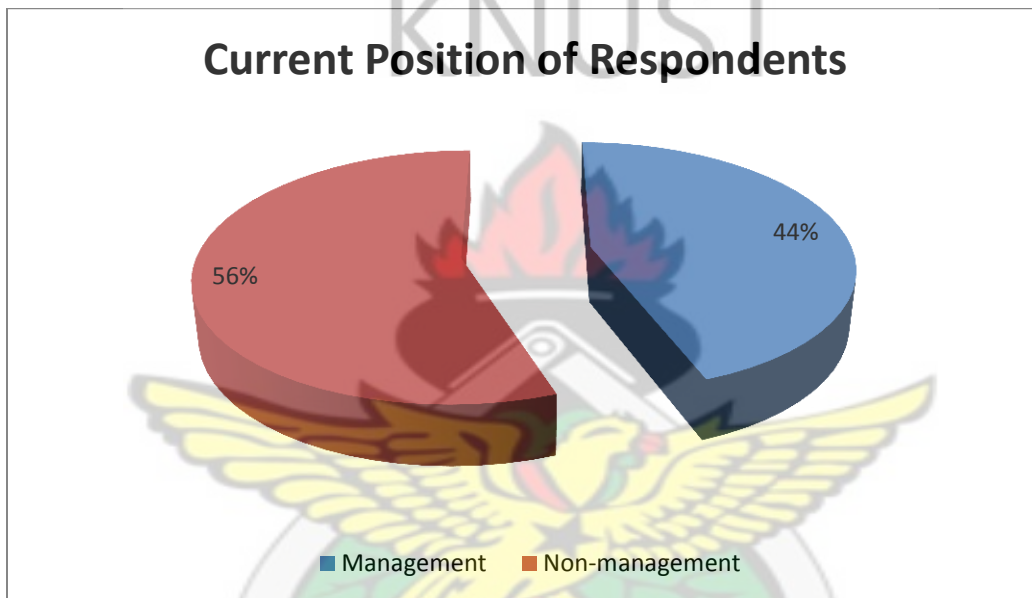


Figure 4.6: Current Position of Respondents. Source: Survey data, 2014

In order for the researcher to know what really happens in the various workplaces as to whether there exist some sort of age discrimination, there was the need to sample more workers who have worked in the said institution for at least a year. Evidence from Figure 4.7 attest to the fact that, most of the workers have worked within 1-5 years representing 54.2 percent, with some within 6-10 years and few who have worked for above 10 years. Hence the needed respondents based on their years of working experience were sampled and hence their responses gathered were consistent and reliable.

These responses are shown in figure 4.7:

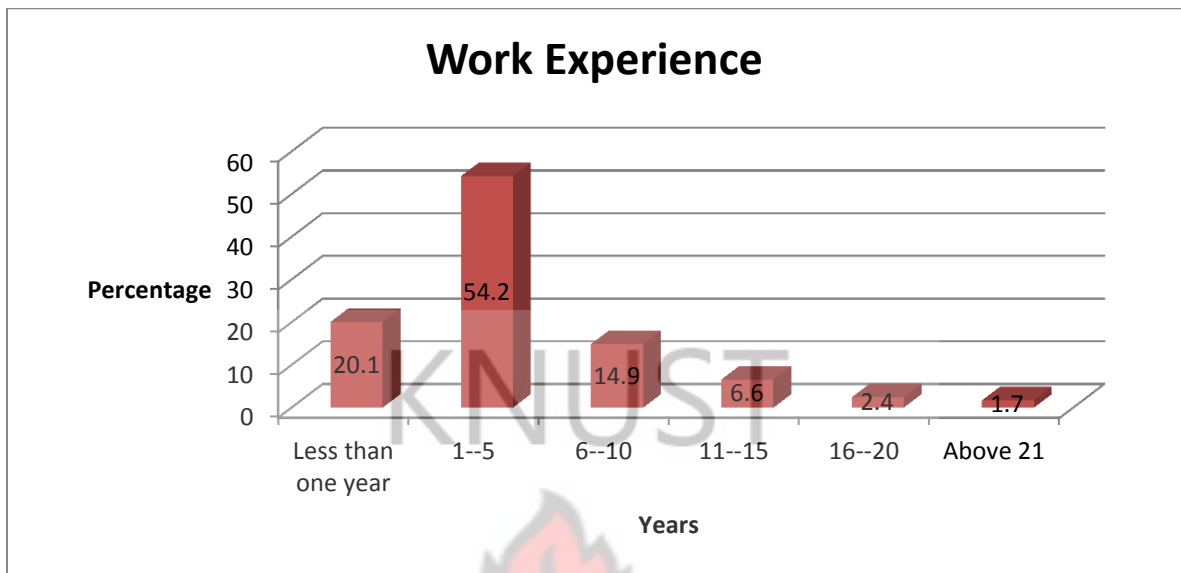


Figure 4.7 Work Experience. Source: Survey data, 2014

Their organisational sizes were found from Figure 4.8 to be widely distributed from the interval 1-50, 50-100 and above 100-150 or more.

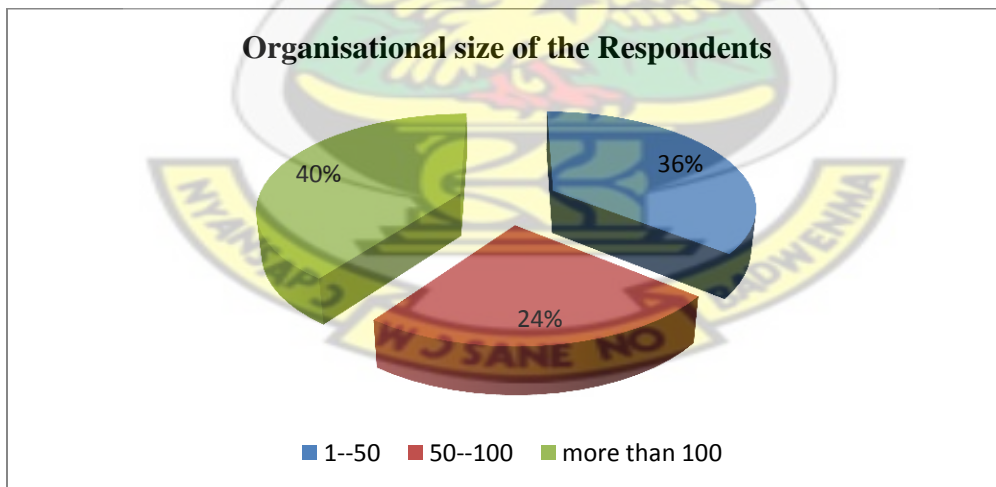


Figure 4.8: Organisational Size of the Respondents. Source: Survey data, 2014

4.3 Correlation Analysis

The table below presents the results of the correlation analysis of Productivity, Commitment, Age discrimination and Union activity

Table 4.5: Correlation Analysis

	Productivity	Commitment	Age discrimination	Union activity
Productivity	1	0.136 (0.049)**	-0.168 (0.016)**	0.497 (0.000)***
Commitment	0.136 (0.049)**	1	0.220 (0.002)***	0.048 (0.494)
Age discrimination	-0.168 (0.016)**	0.220 (0.002)***	1	-0.153 (0.033)**
Union activity	0.495 (0.000)***	0.048 (0.494)	-0.153 (0.033)**	1

Source: IBM SPSS Version 16 ***** denoted that correlation was significant at 0.05 and 0.01 level (2-tailed)

From the table (4.5) above, when commitment of an employee increased, productivity also increased. The opposite did vice versa and was statistically significant at 5% level. This result suggested that productivity and commitment were directly related. However, the association between commitment and productivity was weak as indicated by Pearson correlation value (r) of 0.136.

Age discrimination and productivity were negatively related. This meant that when age discrimination went up, then productivity also decreased. The opposite did vice versa. This result was statistically significant at 5% level. The relationship between age discrimination and productivity was weak as exhibited by the Pearson correlation value of -0.168.

An increased in union activity led to an increase in productivity and vice versa and was statistically significant at 1% level. The result suggested that there was a positive relation between union activity and productivity. The association between union activity and productivity was not strong as shown by the Pearson correlation value of 0.497.

Furthermore, there was a positive relationship between age discrimination and commitment level of employees. This meant that an increased in age discrimination led to an increased in commitment level of employee. The opposite did vice versa. This was statistically significant at 1% level. The relationship between age discrimination and commitment level of employees was, however, weak as exhibited by the Pearson correlation (r) value of 0.220.

There was an inverse relationship between union activity and age discrimination and was statistically significant at 1% level. This meant an increased in union activity led to a decreased in age discrimination and vice versa. The association between union activity and age discrimination was weak as shown by the Pearson correlation (r) value of -0.153.

4.3 Identifying the categories of age discrimination at the Ghanaian workplace

In order to identify the categories of age discrimination at the Ghanaian workplace, the views of respondents were sought using a five point likert scale and the degree of their responses were measured as strongly disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly agree=5. The responses received from the study were as shown in table 4.3 below:

Table 4.6: Identifying the categories of age discrimination at the Ghanaian workplace

Recruitment	SD=1	D=2	N=3	A=4	SA=5	Total
Some of my age mates have seen job advertisement that disqualifies us on the basis of age	49(17)	62(21.5)	36(12.5)	86(29.8%)	46(15.9)	279
Some of my age mates have been disqualified during short listing on the basis of age	42(14.5)	64(22.1)	56(19.4%)	81(28)	34(11.8)	277
Some of my age mates were not interviewed for a position because of their age	56(19.4)	77(26.6)	37(12.8)	60(20.8)	38(13.1)	268
	147(17.8)	203(24.6)	129(15.7)	227(27.5)	118(14.3)	824
Promotion						
Some of my age mates were promoted ahead of a colleague because of age	70(24.2)	89(30.8%)	55(19)	48(16.6)	16(5.5)	278
Some positions restricts my age mates from gaining it	44(15.2)	74(25.6)	55(19)	68(23.5)	28(9.7)	269
Some of age mate were promoted in my organisation based on age	72(24.9)	92(31.8)	52(18)	43(14.9)	9(3.1)	268
	186(22.8)	255(31.3)	162(19.9)	159(19.5)	53(6.5)	815
Training						
Some of my age mates are not included in training mainly because of age	77(26.6)	101(34.9)	44(15.2%)	38(13.1)	19(6.6)	279
Some of my age mates are selected for training usually based on age	63(21.8)	84(29.1)	54(18.7%)	48(16.6)	27(9.3%)	276
Some of my age mates are looked down upon during training	66(22.8)	92(31.8)	41(14.2)	53(18.3)	23(8.0)	275
	206(24.8)	277(33.4)	139(16.7)	139(16.7)	69(8.3)	830
Dismissal						
some of my age mates are usually	69(23.9)	89(30.8)	53(18.3)	47(16.3)	24(8.3)	282

targeted as a result of their age						
some of my age mates are the main target for redundancy or dismissals	78(27.0)	95(32.9)	55(19.0)	33(11.4)	13(4.5)	274
Most conduct dismissals are mostly within my age group	79(27.3)	86(29.8)	55(19.0)	27(9.3)	20(6.9)	267
	226(78.2)	270(32.8)	163(56.4)	107(37.0)	57(19.7)	823
Source: Survey data, 2014	Value in bracket () represent percentage					

Grievance handling	SD=1	D=2	N=3	A=4	SA=5	Total
Some of my age mate's complaints are handled immediately	34(11.8)	60(20.8)	82(28.4)	76(26.3)	25(8.7)	277
Some of my age mates are usually not heard during grievance handling procedures	43(14.9)	88(30.4)	65(22.5)	58(20.1)	20(6.9)	274
Some of my age mates have had their complaints not addressed	46(15.9)	72(24.9)	50(17.3)	79(27.3)	25(8.7%)	272
	123(14.9)	220(26.7)	197(23.9)	213(25.9)	70(8.5%)	823
Some employees in my organisation have						
Been prejudiced/discriminated against because they are too young or too old	58(20.1)	68(23.5)	53(18.3)	72(24.9)	28(9.7)	279
Been refused high-ranking positions for being young and fresh from school	37(12.8)	64(22.1)	57(19.7)	70(24.2)	49(17.0)	277
Falsified ages/birth dates to remain at post and keep their jobs	32(11.1)	47(16.3)	61(21.1)	84(29.1)	49(17.0)	273
Taken on job roles that require youthful energy to avoid being tagged as old lady or old man	44(15.2)	56(19.4)	68(23.5)	72(24.9)	38(13.1)	278
	171(15.4)	235(21.2)	239(21.6)	298(26.9)	164(14.8)	1107
Source: Survey data, 2014	Value in bracket () represent percentage					

When the respondents were presented with the statement “some of my mates have seen job advertisement that disqualifies them on the basis of age”. The responses received indicated that 111 participants representing 38.4% disagreed with the statement while 132(45.7%) agreed. Almost 36 respondent representing 12.5% indicated “neutral”. Almost 56 of the respondent who represents 19.4% indicated “neutral”. Almost 10 of the participant representing 3.5% did not answer this statement. When the respondents were

further asked whether some of their age mates have been disqualified during short listing on the basis of age. Out of a total of 289 respondents 106(36.7%) indicated “disagreed” while 115 respondents representing 39.8% indicated “agreed”. Almost 12 of the participants representing 4.2% did not respond to this statement.

Furthermore when the respondents were presented with the statement “some of my mates were not interviewed for position because of their age”. The responses received showed that 133(46.0%) indicated “disagreed” with this statement while 98(33.9%) indicated “agreed”. Almost 37 respondents representing 12.8% indicated “neutral”. Almost 21 respondents representing 7.3% did not answer this statement.

Generally a total of 345 respondents representing 41.9% agreed that there is age discrimination when it comes to recruitment of employees while a total of 350 of the participants representing 42.3% disagreed when the responses to the three statements that were considered were put together. Based on this analysis majority of the respondents were of the view that there is no age discrimination when it comes to recruitments of employees.

Further result received indicated that 64 respondents representing 22.1% agreed with the statement “some of my age mate mates were promoted ahead of a colleague because of age” while 159 of the participants representing 55% disagreed. Almost 55 of the respondent representing 19% were indifferent to this statement. Almost 11 respondents representing 3.8% did not respond to this statement.

In another response received it was revealed that 96(33.2%) of the respondents agreed while 118(40.8%) disagreed with the statement “some position restricts my age mates from gaining it. Almost 74 of the respondents were indifferent to this statement. Almost 20 of the respondents representing 6.9% did not respond to this statement.

When the respondents were again presented with the statement “ some of my age mates were promoted in my organisation based on age” the responses received indicated that, out of 289 respondents, 52 representing 18% agreed with the statement while 164(56.7%) disagreed with the statement.

The finding indicates that a total of 212 respondents representing 26% agreed that there is no age discrimination when it comes to promotion while a total of 441 respondents who represent 54.1% disagreed when the responses to the three statements were considered. This result suggests that majority of the respondent were of the view that there is no age discrimination in promotion of an employee.

In analyzing the statement which says “some of my age mates are not included in training mainly because of age”, the study revealed that the respondent agreed with the statement as shown by a total of 57(19.7%) responses while 178(61.6%) of the respondents disagreed with the statement. Almost 101 participants were indifferent to this statement. Almost 10 of the respondents representing 3.5% did not respond to this statement. When the participants were further presented with the statement “some of my age mates are selected for training usually based on age”, the study revealed that out of 289

respondents, 102 representing 35.3% agreed with the statement while 147 representing 50.9% disagreed. Almost 54 of the respondents representing 18.7% were neutral to this statement. Almost 13 of the participants who represent 4.5% did not respond to this statement.

In another result received, it was shown that 76 participants who represent 26.3% agreed with the statement “some of age mates are looked down upon during training” while 158 respondents representing 54.7% disagreed. Almost 41 respondents representing 14.2% were undecided with the statement. Almost 14 respondents did not response to the statement. The finding indicated that a total of 208 respondents of the responses to the three statements representing 25.1% agreed that there is age discrimination in training of employees while a total of 483 representing 58.2% disagreed. Based on this analysis it can be inferred that majority of the respondents were of the view that there is no age discrimination in the training of employees.

When the respondents were presented with the statement “During restructuring some of my age mates are targeted as a result of their age”, the responses received showed that 158 respondents representing 54.7% disagreed while 71 representing 24.6% agreed. Almost 53 of the respondent were indifferent to this statement. Almost 7 of the respondents representing 2.4% did not response to this statement.

In another response received, the study indicated that, out of a total of 289 respondents, 46(15.9) agreed with the statement “some of my age mates are the main target for

redundancy or dismissals” while 173 respondents representing 59.9% disagreed. Almost 55 of the respondent were neutral with the statement. Almost 15 of the respondents representing 5.2% did not respond to this statement.

When the participants were presented with the statement “most conduct dismissals are mostly within my age group”, 47 respondents representing 16.3% agreed with this statement while 165 participants who represent 57.1% disagreed. Almost 55 of the respondents who represent 19% were indifferent with this statement. The findings showed a total of 164 respondents representing 19.9% agreed that there is age discrimination while 496 respondents representing 60.3% disagreed when the responses of the three statements were put together. Based on this analysis it can be deduced that majority of the respondents were of the view that there is no age discrimination when it comes to dismissal of an employee.

When the respondents were presented with the statement “some of my age mates’ complaints are handled immediately” the responses received indicated that, out of 289 respondents 101 representing 34.9% agreed with the statement while 94 respondents representing 32.5% disagreed. Almost 82 of the respondents representing 28.4% were indifferent to this statement. Almost 12 of the participants representing 4.2% did not response to this statement.

In another response received, 78 respondents representing 27% agreed with the statement “some of my age mates are usually not heard during grievance handling procedure” while 131 respondents who represented 45.3% disagreed. Almost 65 respondents representing 22.5% were neutral to this statement. Almost 15 of the respondents did not respond to this statement.

Further results received showed that 104 respondents representing 36% agreed with the statement “some of my age mates have had their complaints not addressed” while 118 respondent representing 40.8% disagreed. Almost 50 of the respondents were indifferent with this statement. Almost 17 of the respondents did not answer this statement. The finding indicated that a total of 283 respondents representing 34.4% agreed that there is age discrimination in grievance handling of employees while a total of 343 representing 41.7% disagreed when the responses to the three statements were combined. This results indicated that majority of the respondents were of the view that they disagreed there is age discrimination in grievance handling of employees’.

When the respondents were presented with the statement “some employees in their organisation have been prejudiced/discriminated against because they are too young or too old”, almost 100 respondents representing 34.6% agreed with this statement while 126 individuals representing 43.6% disagreed. Almost 53 of the respondents were indifferent to this statement. Almost 10 of the respondents representing 3.5% did not respond to this statement.

In another response received, it was revealed that 119 respondents representing 41.2% agreed with the statement “some employees in my organisation have been refused high-ranking positions for being young and fresh from school” while 101 respondents representing 34.9% disagreed. Almost 57 of the respondents were indifferent to this statement. Almost 12 of the respondents representing 4.2% did not respond to this statement.

In another response received, out of a total of 289 respondents, 133 representing 46% agreed with the statement “some employees in my organisation falsified age/birth dates to remain at post and keep their jobs” while 79 individuals representing 27.3% disagreed. Almost 61 respondents representing 21.1% were not able to decide on this statement. Almost 16 of the respondents representing 5.5% did not respond to this statement.

The results further showed that 110 respondents representing 38.1% agreed with the statement “some employees in my organisation have taken on job roles that require youthful energy to avoid being tagged as “old lady” or “old man”, while 100 respondents representing 34.6% disagreed. Almost 68 of the respondents were indifferent to this statement. Almost 11 respondents representing 3.8% did not respond to this statement.

The findings indicate that a total of 462 of the respondents representing 41.7% when the responses received from the four statements were put together agreed that some employees in their organisation have been discriminated against, refused high-ranking positions, falsified age/birth date to remain at post and keep their jobs and took to job

roles that required youth energy as a result of age discrimination while a total of 406 respondents representing 36.7% disagreed. The finding indicated that majority of the respondents were of the view / agreed that there is age discrimination against some of the employees in their organisations.

The researcher from the above conclusions found that there was no age discrimination in the Ghanaian workplace although people tend to discriminate because of interest and opportunities at the workplace. When you come to the workplace the young may discriminate against the old and vice-versa in issues regarding recruitment, promotion, training, dismissals and grievance handling. Though it is not the culture of the Ghanaian youth to discriminate against the old/elderly, people still discriminate as an attitude towards others who are not in their age group. Contrary to the above findings, other researchers have proved that there is discrimination for instance when it comes to promotion in 'Position Based Age Discrimination' which occurs when a qualified worker is refused promotion/ position by his employer and a younger, less experienced worker is given the position instead at a lesser pay level (Becker, 1971; Stiglitz, 1974).

4.4 Impact of age discrimination on productivity

The impact of age discrimination on productivity was measured by simple regression. This model was estimated by ordinary least square (OLS). The results are as shown in the table that follows:

Table 4.7: Results of the impact of Age Discrimination on Productivity

Dependent variable: Productivity				
Independent variable	Coefficient	Standard error	t-value	p-value
Constant	3.687	0.134	27.421	0.000
Age discrimination	-0.148	0.061	-2.422	0.016
R-squared=2.8% F-statistics: 5.868(0.016)				

Source: IBM SPSS Version 16

From table above the coefficient of determination R-square=2.8%. This means that 2.8% variation in productivity is explained by Age discrimination. The F-statistics is significant at 5% level. This implies that the overall regression is significant.

From table 4.7, a unit increase in age discrimination led to 0.148 decreases in productivity. On the other hand a unit increase in age discrimination led to a unit decrease in productivity. This result suggested that age discrimination had an effect on productivity.

The working environment thrives on interrelationships so when there is some level of age discrimination work cannot be done as expected; an employee who is tagged as being old can choose to sit around in the office and not attend to the routine chores of the job to be done but may be busy either chatting on the phone, playing games on the computer or thinking of how to find another job because she/he feels unwanted at the workplace. This

can result in a productivity gap as working hours maybe lost or wasted when employees behave this way as a result of being discriminated against.

This goes to support the findings that an increase in age discrimination will lead to a decrease in productivity and vice versa. According to Guest and Shacklock (2005), there is a complex relationship between age and productivity. There is no general evidence of an age-related decline, though attributes change with age. In fact, some evidence suggests that older workers are generally more productive, because of their higher levels of organisational commitment and loyalty (Brosi and Kleiner, 1999: 101).

The results of the diagnostic test for productivity and age discrimination are as shown in table 4.8:

Table 4.8: Result of Normality test of Age Distribution and Productivity

Normality test	Kolmogorov-Smirnov		
	Stat.	Df	Sig.
Standardized Residual	0.051	205	0.200
Heteroscedasticity	0.9274		

Source: IBM SPSS Version 16 and STATA 12

The result of the normality test was that the residual was normally distributed and the alternate hypothesis was that residuals were not normally distributed. From table the p-value of the Kolmogorov-Smirnov was 20% which was more than 5%. The null hypothesis was therefore accepted meaning that the residual was normally distributed.

The p-value of the heteroscedasticity test was found to be 0.9274 which was 92.74%. The null hypothesis of the heteroscedasticity test was that the residual was homoscedastic and the alternate residual was heteroscedasticity. Since 92.74% was more than 5% the null hypothesis was accepted meaning that the residual was homoscedastic. This result suggested that the normality and heteroscedasticity assumptions were satisfied hence the estimated coefficients were unbiased. The diagnostic test of the estimated coefficient passed normality and heteroscedasticity test.

4.5 The impact of Age discrimination on Commitment

This section discusses the impact of age discrimination in the various workplaces on continuance commitment. The information gathered to achieve this particular objective was analysed and presented in Table 4.9 below:

Table 4.9: Results of the impact of Age Discrimination on Commitment

Dependent variable: Commitment				
Independent variable	Coefficient	Standard error	t-value	p-value
Constant	2.634	0.129	20.457	0.000
Age discrimination	0.179	0.058	3.070	0.002
R-squared= 4.8% F-statistics: 9.427(0.002)				

Source: IBM SPSS Version 16

The goodness of fit statistics was 4.8%. This means that 4.8% fluctuations in commitment could be explained by age discrimination. The overall regression was

significant at 1% level since the p-value of the F-statistics was 0.002. From table 4.5.1, a unit increase in age discrimination led to 0.179 increases in commitment of the employee and vice versa. This result suggested that age discrimination had an impact/effect on commitment and allowed the employees to be committed to their work.

The researcher also found that age discrimination has a negative or positive effect on commitment: if the interrelatedness is positive without discrimination towards the young and old, the office/work activities flow, the CEO or administrator knows she or he has to kick start the day's work at 8am so is the budget officer and the accountant so there is the free flow of activities without any gaps and so each knows the role she /he is playing and therefore commitment and involvement is high. The opposite of this trend is also true.

Again, employees give their maximum contribution at the work place when they know they have been given the opportunity to work in their various organizations irrespective of their age. That is, both the old and young show high levels of commitment since they are aware of some other person taking their position who may be considered younger in the case of the older employee and older in the case of the younger employee which confirms the finding. Yeatts et al. (200) indicated that greater loyalty, and hence longer expected tenure, may help offset the perceived problems of amortising training costs when compared to younger workers with longer periods of working life ahead of them.

According to Meyer & Allen (1997) commitment "is a psychological state that characterises the employees' relationship with the organisation and has implication for the decision to continue membership in the organisation."

From the above definition it is clear that commitment is different from motivation or general attitudes and can lead individuals to behave in a way, from the prospective of neutral observer, might seem in contrast to their own self-interest

Table 4.10: Result of Normality test of Age Distribution and Commitment

Normality test	Kolmogorov-Smirnov		
	Stat.	Df	Sig.
Standardized Residual	0.042	0.187	0.200
Heteroscedasticity	0.5036		

Source: IBM SPSS Version 16 and STATA 12

The diagnostic test in table 5 showed that the coefficient of the estimated model passed the normality test and heteroscedasticity test since the p-value of 20% for Kolmogorov-Smirnov was more than 5%. The residual was therefore normally distributed and homoscedastic. The estimated coefficient was therefore unbiased.

4.6 Ageism and Productivity: the role of Unions in preventing age discrimination

Identifying the role unions play in moderating or mediating the effect of ageism on productivity was determined in this particular section. The researcher wanted to find out whether the role the employee unions play had any effect on the work output (increased or decreased productivity) and whether union activities could result in preventing age discrimination. These were shown on the tables that follow:

Table 4.11: Results of the effect of Union Activity on Productivity

Dependent variable: Age Discrimination				
Independent variable	Coefficient	Standard Error	T	p-value
Constant	1.834	0.564	3.250	0.003
Union activity	0.094	0.188	0.500	0.621
R-squared= 1.0% F-statistics: 0.250(0.621)				

Source: IBM SPSS Version 16

From table 4.11, the goodness of fit statistics indicated an R-squared of 1.0%. This implied that union activity explained 1.0% variations in age discrimination. The F-statistics was not significant at even 10% level. This suggested that the overall regression was not significant. The coefficient of union activity is 0.094 and statistically not significant at even 10% level. This result suggested that union activities had no effect on age discrimination.

Table 4.12: Results of the effect of Union Activity on Productivity

Dependent variable: Productivity				
Independent variable	Coefficient	Standard Error	T	p-value
Constant	2.868	0.377	7.607	0.000
Union activity (Uact)	0.165	0.128	1.295	0.203
R-squared= 4.3% F-statistics: 1.676(0.203)				

Source: IBM SPSS Version 16

From table 4.12, the goodness of fit statistics indicated an R-squared of 4.3%. This implied that union activity explained 4.3% variations in productivity. The F-statistics was not significant at even 10% level. This suggested that the overall regression was also not significant. The coefficient of union activity is 0.165 and statistically not significant at even 10% level. This result suggested that union activities had no effect on productivity.

Though the findings suggested that union activities in the Ghanaian workplace did not have any impact on age discrimination and productivity, the researcher believes that if there is a single union or staff association at the workplace then they can bring down age discrimination with its associated problems and effects on productivity/ commitment but if we have unions who are already discriminating on age for membership then it cannot.

This is relative depending on the type of organisation, some organisations have both senior management unions and junior staff unions. This also depends on the unions, whether it is allowed to handle or bargain on such issues as age discrimination.

The findings revealed that union activities did not prevent age discrimination in the Ghanaian workplace but surveys elsewhere have shown that the most commonly cited form of employment discrimination is age bias, and that it can affect workers of all ages. This goes to confirm that age discrimination can affect both the young as well as the older worker. Age discrimination in the workplace has been unlawful since time immemorial and from 6 April 2011 the Default Retirement Age which allowed employers to forcibly retire workers from age 65 has been phased out. Trade unions and the TUC have campaigned against age discrimination and for effective legislation to tackle it.

Many unions have negotiated with employers to eliminate age bias/discrimination and to provide better opportunities for young workers as well as the old ones. In recent years, measures have been adopted in unionised workplaces to help extend working lives such as removing fixed retirement age policies and adopting flexible retirement options.

However, current pension ages and benefits must also be protected for workers to have genuine choice and flexibility about how and when they retire.

Union responses to ageism and the early exit trend that were investigated based on a documentation received from some forty unions revealed that, though some attention has been given to age discrimination in union agendas, policies against early exit are not well informed by current conception of ageism (Duncan et al., 2003).



CHAPTER FIVE

SUMMMARY OF RESULTS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This Chapter outlines the summary of results/findings gathered in the entire analyses, conclusions drawn based on the study objectives and recommendations which will aid in further studies.

5.1 Summary of Findings

This study was specifically aimed at age discrimination in the various Ghanaian workplaces. To achieve the set objectives, questionnaires were administered to respondents specifically workers to gather information about their views on the impact of age discrimination on the productivity of those institutions they work in.

Identifying the categories of age discrimination at the Ghanaian workplace: In identifying the categories of age discrimination at the various workplaces, it was gathered that recruitment, promotion, training, dismissals and grievance handling were the various categories where workers were normally discriminated because of their age in their workplace. It was found out from the survey that, age had always been a major determining factor for recruiting staff for a particular job opportunity. Notwithstanding that, there were varied opinions as to whether age was indeed a determining factor for recruitment, whilst some also declined to answer stating their lack of knowledge on the matter.

The study revealed that some age mates have seen job advertisements that disqualify them on the basis of age. It was also reported that some age mates have been disqualified during short listing on the basis of age. It was revealed that there was no age discrimination when short listed persons were interviewed. The study revealed that there was no age discrimination when there is recruitment of people.

It was revealed that some age mates were not promoted ahead of their colleague because of age. Some position do not restricts age from gaining it was also identified. It was also reported that some age mates were not promoted in an organisation based on age. The study showed that there was no age discrimination in promotion of employees.

It was found that some age mates were included in training irrespective of their age and were also not looked down upon during training. The study revealed that there was no age discrimination in the training of employees. It was reported that some age mates were not targeted during restructuring or dismissal of an employee. The study revealed that there was no age discrimination in the dismissal of an employee.

The study revealed that some age mates' complaints were handled immediately and also were usually heard during grievance handling procedure. It was reported that there was no age discrimination in grievance handling of employees. The study revealed that some employees' in their organisations have not been refused high-ranking positions for been young and fresh from school. It was found that some employees' in their organisations falsified age/birth dates to remain at post and kept their jobs.

Identifying the impact of age discrimination on productivity of employees in the Ghanaian workplace: The study revealed that a unit increased in age discrimination led to 0.148 decreased in productivity while the opposite did vice versa. Identifying the impact of age discrimination on commitment: It was also reported that a unit increased in age discrimination led to 0.179 increased in commitment of an employee and vice versa.

Identifying the role unions play in preventing age discrimination in the Ghanaian workplace: It was found that union activities had no effect on age discrimination and productivity which showed that little has been done by unions in preventing age discrimination at the Ghanaian workplace as was indicated by the responses.

5.2 Conclusion

This study considered age discrimination in the Ghanaian workplace and how this impacted on productivity and commitment of employees. The study identified the following as the categories in a typical Ghanaian working institution where age discrimination was normally applied. They included recruitment, promotion, training, dismissals and grievance handling. Varied opinions were gathered as to whether age was a determining factor for employment, grievance handling, training and promotion.

The study revealed that a unit increased in age discrimination led to 0.148 decreased in productivity while the opposite did vice versa. It was also reported that a unit increased in age discrimination led to 0.179 increased in commitment of an employee. The opposite did vice versa. It was found that union activities had no effect on age discrimination and

productivity. The study concluded that little was being done by workers union to ensure that workers are not discriminated against at their workplace.

After a thorough analysis of the data collected for the study, the researcher found that age discrimination was not quite an issue in organisations in Ghana as were indicated by the various organisations visited. Although there is not much noise being made about age discrimination at the Ghanaian workplace, it was important to note that age discrimination is not good for business and ageist remarks can make work unbearable for the person at the receiving end.

This can slow down productivity of individual workers, thereby reducing departmental and organisational productivity as shown by the findings. Valuable skills and talents may be lost or untapped when workers are treated unfairly, that is, either they are considered too old or too young, to be of any good use at the workplace. Employers (both private and public) and top management should consider talent and not age to help them reap the benefits of an age diversity workforce in reducing recruitment and training costs and retain key skills or knowledge.

5.3 Recommendations

The researcher after careful analysis and discussions has the following recommendations and suggestions to offer to help minimise age discrimination at the Ghanaian workplace:

On organisational age structure, the study showed that a lot of the organisations visited had majority of their staff in ages below 45 years and minority of them beyond 45 years. In view of this, there should be a culture of accepting each other. The HR should

intervene and organise workshops on educating staff (both old and young) to accept each other so that when it comes to occupying positions or offices in the senior management (promotions), age does not become a factor.

On the issue of recruitment/ job search options, there should be a lot of job openings in the system so that the situation where age discrimination is used to restrict employment is minimised. Here, the business should consider its stands either choosing slightly older personnel over younger ones in terms of what it will gain at the end of it all and how the position to be filled would be effectively responsive to the person who is taken.

Again, the business should have a policy on recruitment and promotions as well as training, dismissals and grievance handling which will set the best rules for the business to have a smooth running in operations. These can help avert some of the perceived discrimination at the workplace. The business should have/ create diversity e.g. for some businesses, now based on the requirements of the positions to be filled may want to choose some persons over others which may not be necessarily discriminatory but as a requirement. For instance, in the case of an old sales person and a younger and energetic one, here, though the preferred would be on experience and someone who have been working for a good number of years, the business may still find it best to choose the younger one who is full of energy and can do a lot of travelling and driving around over the slightly older experienced person with the same qualification. In such a case you cannot say you have been discriminated against.

In another instance, a company may be looking for personnel with PHD as a preferred candidate and a degree holder as a requirement for the same position. After interviews and interactions, finds out that the degree holder has a lot of exposure, experience and strategic capabilities even though he may be older than the applicant with a PHD who is slightly younger and fresh with little or no experience, they may end up taking the required candidate instead of the preferred one.

Age discrimination is where people feel they are being treated unfairly because of their age either too old or too young. It is a perception but it can also be true. How old is too old- it depends on the existing age structure of the organisation it is relative. For instance when an organisation have most of its staff to be in the old age (45 and beyond) then they will tend to discriminate against the minority youth in the organisation and vice versa.

They will want to always be associated with people of their own age to understand them well (both the youth and old). This finally leads to hatred and can end in job termination / quitting. Here the human resource should intervene and organise workshops on educating members both old and young to accept each other to minimise this situation.

It is also possible to have the non-management personnel harassing the newly recruited young managers, here the best solution will be to show interest in the affairs of such old staff and to comport yourself, also there should be some form of firmness during decision making and it is hoped that such old personnel will in turn show the respect to such managers. These days organisations do not mind picking the youth for jobs that need energetic staff and also picking the old when it comes to senior positions. It is here that

when the youth want to vie for senior positions that it becomes a problem and when the old also want to vie for the energetic positions. With a lot of job openings, then the situation where discrimination come in tend to be minimised.

The researcher also found that almost all the various organisations visited indicated that they were not actively unionised. The recommendation here is that, the best way of making sure that the workplace is a bastion of good age practice is to work hand in hand with a union to ensure that employees have a say in how things are done. Finally, the researcher suggests that age discrimination should not be encouraged in the Ghanaian workplace and workers who are affected in any such way should be given a platform to seek redress or a form of protection by law as is done elsewhere.

There should be amendments in the Labour Acts to make provisions for prohibition of age discrimination in employment as have been made for the other forms of discrimination stated in the Act. The Law should make provisions that will restrict age discrimination in terms of recruitment, promotion, training and career development, dismissals and grievance handling; a ban on unjustified retirement ages of below 65 years, introduce a right for employees to request working beyond retirement age and a duty of employers to consider that request. From a practical perspective, improving ageism climates in the workplace could positively affect employee retention, commitment and productivity in the Ghanaian workplace.

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APPENDIX

Attached is a copy of the questionnaire sent to the various organisations.

Introduction to questionnaires: I am a researcher from KNUST undertaking a research on the topic: *Age Discrimination in the Ghanaian Workplace*. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. Be reminded that your responses are confidential and only for pedagogical or academic purposes or uses.



KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
KNUST SCHOOL OF BUSINESS

QUESTIONNAIRE

I am a researcher from KNUST undertaking a research on the topic: *Age Discrimination in the Ghanaian Workplace*. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. Be reminded that your responses are confidential and only for pedagogical or academic purposes or uses.

Demographics

1. Gender ☐ Male ☐ Female
2. Age (in years)
20 - 30 ☐ 31 – 40 ☐ 41 – 50 ☐ 51 – 60 ☐
61 and above ☐
3. Highest level of education
PhD ☐ Master's Degree ☐ First Degree ☐ HND ☐
Other (specify)
4. Employment Status Full time ☐ Part time ☐ Contract ☐
5. How long have you been working in this organisation?
Less than 1 year ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 21 and above ☐
6. Current position of respondent: Management ☐ Non-management ☐
7. Size of my organisation? 1-50 ☐ 50-100 ☐ 100-150 or more ☐

Instructions: Please respond to the following statements by putting “√” in the block that most accurately represents your opinion concerning your experience at work in view of age discrimination using the following scale:

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
				1 2 3 4 5
Recruitment				
I/ some of my age mates have seen job advertisement that disqualifies us on the basis of age				
I/some of my age mates have been disqualified during shortlisting on the basis of age				
I/ some of my age mates were not interviewed for a position because of their age				
Promotion				
I/ some of my age mates were promoted ahead of a colleague because of age				
Some positions restricts my age mates from gaining it				
I/ some of my age mates were promoted in my organisation based on age				
Training				
Some of my age mates are not included in training mainly because of age				
I/ some of my age mates are selected for training usually based on age				
I/ some of my age mates are looked down upon during training				
Dismissals				
During restructuring, I/ some of my age mates are usually targeted as a result of their age				
I/ some of my age mates are the main target for redundancy or dismissals				
Most conduct dismissals are mostly within my age group				
Grievance handling				
I/ some of my age mate's complaints are handled immediately				
I/ some of my age mates are usually not heard during grievance handling procedures				
I/ some of my age mates have had their complaints not addressed				
Some employees in my organisation have				
Been prejudiced/discriminated against because they are too young or too old				
Been refused high-ranking positions for being young and fresh from school				
Falsified ages/birth dates to remain at post and keep their jobs				
Taken on job roles that require youthful energy to avoid being tagged as “oldlady” or “oldman”				

Instruction: Please indicate how frequent the situation occurred to you in the past year

1=Never

2=Once or twice

3=Sometimes

4=Often

5=Many times

	1	2	3	4	5
During the PAST YEAR, were you ever in a situation where due to your age any of your Supervisors					
Paid little attention to your statements or showed little interest in your opinions					
Doubted your judgment on a matter over which you had responsibility.					
Addressed you in unprofessional terms, either publicly or privately					
Yelled, shouted, or swore at you					
Made insulting or disrespectful remarks about you					
Accused you of incompetence					
Made jokes at your expense					
During the PAST YEAR, were you ever in a situation where due to your age any of your CO-workers					
Gave you hostile looks, stares, or sneers					
Addressed you in unprofessional terms, either publicly or privately					
Yelled, shouted, or swore at you					
Made insulting or disrespectful remarks about you					
Ignored you or failed to speak to you (e.g., gave you “the silent treatment”).					
Targeted you with anger outbursts or “temper tantrums”					
Made jokes at your expense					
During the PAST YEAR, were you ever in a situation where due to your age any of your Customers/Clients					
Doubted your judgment on a matter over which you had responsibility.					
Gave you hostile looks, stares, or sneers					
Addressed you in unprofessional terms, either publicly or privately					
Yelled, shouted, or swore at you					
Made insulting or disrespectful remarks about you					
Accused you of incompetence					
Targeted you with anger outbursts					
Productive Workplace					
Do people in your workplace treat each other well and value each other’s ideas?					
Does your staff share the same goals and values?					
Does everyone in our organisation get the chance to suggest how they could improve their part of the business?					
Does your organisation reward people for participating and suggesting good ideas?					
Does your workplace gather feedback from staff on our work environment and any ideas staff have for improving it?					

Instructions: Please respond to the following statements by putting “√” in the block that most accurately represents your opinion concerning your experience at work in view of age discrimination using the following scale:

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Continuance Commitment				
I am not afraid of what might happen if I quit my job without having another one lined up				
Too much in my life would be disrupted if I decided I wanted to leave my organization now				
It wouldn't be too costly for me to leave my organisation now				
Right now, staying with my organization is a matter of necessity as much as desire				
I feel that I have too few options to consider leaving this organisation				
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives				
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice — another organisation may not match the overall benefits I have here				
It would be very hard for me to leave my organisation right now, even if I wanted to				
Productivity				
Most employees are able to meet their work schedules				
Members in my organisation are able to complete their daily tasks				
Employees are able to satisfy clients				
Employees have positive attitude towards work				
Employees enjoy the work they do				
Union Activity/Employees Representatives				
We have an active employees' union in my organisation				
I am an active member of the employees' union of my organisation				
I channel my grievances of unfair treatment due to age through the union				
I stay informed about the development in my organisation through the union's activities				
My union has effectively dealt with issues of age discrimination with regards to age				
I am happy with the union's interventions on issues of age discrimination				
My Union has measures to control age discrimination at my work place				
My union has an effective policy against age discrimination				
My union restricts membership based on age				
My union reserves certain leadership positions for some age category				

Thank you for your time!

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	125	43.3
	Excluded ^a	164	56.7
	Total	289	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.888	75

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Gender	195.8480	793.678	.025	.888
Age	195.7360	798.502	-.101	.889
Highest level of education	194.0400	796.232	-.055	.889
Employment status	195.8400	791.539	.069	.888
How long have been working with this organisation?	195.3600	791.587	.058	.888
Current position of respondents	195.7600	792.700	.060	.888
Size of my organization	195.3360	794.660	-.016	.889
Some of my age mates have seen job advertisement that disqualifies us on the bases of age	194.2640	771.260	.290	.887

Some of my mates have been disqualified during shortlisting on the basis of age	194.2640	767.277	.382	.885
Some of my mates were not interviewed for a position because of their age	194.4880	769.671	.306	.886
Some of mates were promoted ahead because of age	194.7120	780.433	.208	.887
Some positions restricts my age mates from gaining it	194.1840	774.345	.278	.887
Some of my age mates were promoted in my organization based on age	194.8080	770.398	.362	.886
Some of my age mates are not included in training mainly because of age	194.8320	769.125	.352	.886
Some of my age mates are selected for training usually based on age	194.6800	767.623	.383	.885
Some of my age mates are looked down upon during training	194.6960	757.100	.528	.884
During restructuring some of mates are usually targeted as a result of their age	194.6880	770.926	.313	.886
Some of my age mates are the main target for redundancy or dismissals	194.9040	771.975	.332	.886
Most conduct dismissals are mostly within my age group	195.0000	770.548	.345	.886
Some of my age mates's complaints are handled immediately	194.4320	776.957	.282	.887

Some of my age mates are usually not heard during grievance handling procedures	194.4560	774.863	.295	.886
Some of my age mates have had their complaints not addressed	194.3520	773.827	.295	.886
Been prejudiced/discriminated against because they are too young or too old	194.4400	760.361	.454	.885
Been refused high-ranking positions for being young and fresh from school	194.1360	767.183	.374	.886
Falsified ages/birth dates to remain at post and keep their jobs	193.9600	778.023	.219	.887
Taken on job roles that require youthful energy to avoid being tagged as "old lady" or "old man"	194.1680	778.722	.204	.887
Paid little attention to your statements or showed little interest in your opinion	194.9280	763.503	.437	.885
Doubted your judgement on a matter over which you had responsibility	194.8560	762.060	.482	.884
Addressed you in unprofessional terms, either publicly or privately	194.9600	757.394	.513	.884
Yelled shouted, or swore at you	195.1920	765.769	.423	.885
Made insulting or disrespectful remarks about you	195.2880	770.933	.374	.886
Accused you of incompetence	195.2960	765.565	.453	.885

Made jokes at your expense	195.1120	760.374	.516	.884
Gave you hostile looks, stares or saucers	195.0080	760.750	.478	.884
Addressed you on unprofessional terms, either publicly or privately	195.2320	766.502	.426	.885
Yelled shouted, or swore at you	195.4000	761.339	.548	.884
Made insulting or disrespectful remarks about you	195.2560	759.869	.546	.884
Ignored you or failed to speak to you(e.g. gave you "the silent treatment"	195.1040	758.933	.531	.884
Target you with anger outbursts or "temper tantrums"	195.1040	755.578	.547	.884
Made jokes at your expense	195.0880	761.113	.463	.885
Doubted your judgement on a matter over which you had responsibility	195.2320	765.405	.470	.885
Gave you hostile looks, stares, or steers	195.0240	761.137	.457	.885
Addressed you on unprofessional terms, either publicly or privately	195.0640	764.560	.415	.885
Yelled shouted, or swore at you	195.3120	766.426	.400	.885
Made insulting or disrespectful remarks about you	195.4160	765.487	.443	.885
Ignored you or failed to speak to you(e.g. gave you "the silent treatment"	195.3600	760.265	.492	.884
Target you with anger outbursts or "temper tantrums"	195.2400	762.055	.447	.885

Do people in your workplace treat each other well and value each other's ideas?	193.8320	789.883	.050	.889
Does your staff share the same goals and values?	193.8160	787.877	.082	.889
Does everyone in our organization get the chance to suggest how they could improve their part of the business?	193.8320	785.496	.120	.888
Does your organisation reward people for participating and suggesting good ideas?	194.2880	780.787	.159	.888
Does your workplace gather feedback from staff on our work environment and any ideas staff have for improving it?	194.0880	785.581	.100	.889
I am not afraid of what might happen if I quit my job without having another one lined up	195.0000	783.113	.153	.888
Too much of my life would be disrupted if I decided I wanted to leave my organization now	194.2000	782.194	.161	.888
It wouldn't be too much be too costly for me to leave my organization now	194.4320	790.312	.047	.889
Right now, saying with my organization is a matter of necessity as much as desire	193.8880	781.665	.188	.888
I feel that I have too few options to consider leaving this organization	194.2160	776.026	.273	.887

One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	194.1280	779.983	.215	.887
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefit I have here	194.0560	768.295	.403	.885
It would be very hard for me to leave my organization right now, even if I wanted to	194.2480	780.511	.208	.887
Most employees are able to meet their work schedules	193.8480	783.711	.186	.887
Members in my organization are able to complete their daily tasks	193.8160	783.022	.216	.887
Employees are able to satisfy clients	193.8080	785.560	.141	.888
Employees have positive attitude towards work	193.9120	778.597	.256	.887
Employees enjoy the work they do	194.0240	784.443	.161	.888
We have an active employees' union in my organization	194.2880	781.271	.176	.888
I am an active member of the employees' union of my organization	194.2720	777.829	.212	.887
I channel my grievance of unfair treatment due to age through the union	194.4880	774.800	.274	.887

I stay informed about the the development in my organization through the union's activities	194.3600	778.587	.221	.887
My union has effectively dealt with issues of age discrimination with regards to age	194.4080	774.953	.262	.887
I am happy with union's interventions on issues of age discrimination	194.2960	783.920	.140	.888
My union has measures to control age discrimination	194.3280	777.609	.241	.887
My union has an effective policy against age discrimination	194.3520	779.843	.206	.887
My union restricts membership based on age	194.7680	784.793	.123	.888
My union reserves certain leadership positions for some age category	194.4640	782.235	.161	.888

