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AN INVESTIGATION OF THE EFFECTS OF BREAKING THE BIAS ON EMPLOYEE

MOTIVATION AND PRODUCTIVITY IN AN ORGANIZATION

BY

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ABSTRACT

For years now, biases have influenced the judgment and decision-making of many organizations. Individuals are notoriously poor at recognizing and controlling their own biases; in fact, the brains of humans are designed to promote fast, efficient information processing (Tyner, 2020). This has resulted in an unsafe working environment and has forced many employees to either resign or lose interest in their work. In most organizations, pay gaps, promotions, recruitment, leadership roles, bonuses, and other benefits are determined by gender, race, origin, colour, age, religion, and others (Kenny & Nnamdi, 2019). With all these things, going on, people still refuse to accept that they are being biased. Bias exists in most of our activities, and it is impossible to perform our duties without some degree of bias in any form. It's crucial to be aware of the various biases that exist in the workplace and the impact they have on the organization. Although "breaking the bias" was the theme for the 2022 International Women's Day, this movement started way back in 1917 during World War I, when thousands of women in Russia gathered to underscore the need for global compassion and peace and to condemn the mindless deaths of millions of soldiers in the ongoing war (Mullens, et al., 2013). This was an effort to promote inclusion and diversity at the workplace. Many organizations adopted this mantra, and there has been progress in fighting stereotypes and any other form of bias at the workplace.

Employee motivation is also a factor that affects productivity at the workplace. This study focuses on examining the employees' knowledge of bias, breaking the bias, and how they can influence employee motivation and productivity.

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CHAPTER ONE

INTRODUCTION

1.0. Background of the study

Information abounds in our contemporary world and is easily accessible. This eventuates in biases forming an inherent part of our thinking. It is relevant to understand and accept that everyone has biases and sometimes makes decisions based on hasty opinions, perhaps to aid in making quicker decisions (Johnson & Johnson , 2019). These "mental shortcuts," if you will, while helpful in certain cases, can often be harmful when applied to people and have an overall negative impact on productivity. More often than not, people harbor beliefs and attitudes about a group of people based on their race, ethnicity, gender, background, and other traits in various organizations.

Bias can be explicit, but usually it is implicit, that is, unconscious, and often occurs when individuals unconsciously attribute certain attitudes and stereotypes to another person or group of people in an organization. This plays a major role in influencing how we understand and treat people at various workplaces.

The phrase "breaking the bias" is not a mere mantra but a duty call against prejudice in every organization and society. It highlights the need for an organization free from bias, stereotypes, and discrimination to strengthen the case for equality. Bias makes it arduous, particularly for women to progress in their careers, whether deliberate or unwittingly. It is significant to recognize that bias is not simply a predisposition to prejudice. In the industrial setting, it is building a system that fails to acknowledge the conditions of a certain group while holding them to standardized expectations, thereby decreasing productivity and affecting employee motivation.

Some of these biases that we have unconsciously imbibed over the years include thoughts like: difficult tasks are for only men, women can't lead, women are daft, women don't know science, technology, and engineering, and women are too emotional, just to mention a few. From thoughts, we begin to elevate them as facts. Bias against employees in various organizations manifests itself in various ways, from unequal pay to promotion disproportions, and many incidents of sexual harassment persist despite recent gains. Affected employees in the workplace are often subjected to various manifestations of microaggressions, including derogatory statements or insensitive questions related to age, childbirth, capability, sexual orientation, and marriage.

Breaking the bias initiative is imperative that these biases are mitigated in order to create a conducive working environment that fosters growth and access to opportunities for women. It requires all employees to take pause, reflect, and question whether the actions and responses taken since the initiative's implementation can help in achieving the set goals. Therefore, breaking the bias is not necessary for the well-being of just a particular group of people in organizations but for the entire workforce as a whole.

1.1. Problem Statement

Bias in underlying key talent management processes is believed to be one of the most relevant impediments to employee motivation in the various organizations which affects productivity (Berg, 2022). To get beyond the basic bias in the industries, the world rallied behind a campaign to break the bias by challenging stereotypes, fighting bias, broadening perceptions, improving situations, and celebrating every group's achievement in the workplace. Based on the inconsistencies and imbalances, various initiatives, organizations, and foundations sprung up to make an intentional effort to create equal opportunities for everyone in the workplace. Many people believe that creating an unbiased environment can reduce employee turnover because

they are likely to remain in the organization, thereby increasing productivity (McEvoy & Cascio, 1985).

Others also believe that this has removed the barriers to the full and equal participation of a group in the workforce and access to all roles in an organization, including leadership roles, regardless of status or group (Lieber, 2009). Yet, there have been many challenges associated with the campaign and its implementation in various organizations. Despite all the education about breaking the bias, most people in the organization still believe there is no way the workforce will be diverse enough for everyone to perform the same tasks, especially in engineering, technology, transportation, and real estate industries. Hence, an obvious pain point in many organizations like pay gaps should not be closed. Others with religious reasons still believe a group must always be positioned above others in all sectors at all times, no matter their skills and professional accomplishments, and this initiative can't change their beliefs. There is still an increase in levels of harassment in the workplace, which has direct and indirect implications for advancement, safety, financial security, and the well-being of the work environment. The groups that are enjoying the benefits of implementation of breaking the bias are now reluctant on professional accomplishment because they believe that more roles and opportunities will be created for them and in any competition, they will be placed over the other. They are made to exempt themselves from duties that are assumed to be difficult, yet they expect the same salary grade as the others who even perform their tasks for them. In the quest to break the bias against a group, many are now being biased against each other. Breaking the bias was meant to be a drive for productivity, yet the actions are affecting other employees and have prevented many from speaking up, which is the opposite of the goals of the initiative.

1.2. Research Questions

RQ1. Are there biases in every organization?

RQ2. Is the entire workforce willing to work towards the success of breaking the bias across all organizations?

RQ3. Can a biased or unbiased environment influence employee motivation and affect productivity?

1.3. Research Objectives

1. To identify the various biases in an organization.

2. To examine the effect of breaking the bias on employee motivation.

3. To investigate the effect of breaking the bias on employee productivity.

1.4. Significance of Study

This study will measure employees' overall understanding the initiative to break the bias in the various organizations and their contribution to its successful implementation. This will help in identifying the key measures that are needed to improve employee motivation and productivity. This will also help in measuring the impact of the initiative and its implementation to know whether it is a drive for productivity and good for the economies of the various industries. This will measure the different ways the work environment was divided before the initiative and the progress the various industries have made after the initiative. This will evaluate the overall performance of all employees before and after breaking the bias initiative and the challenges it possesses. This study will also measure the rate at which human interactions are respected in various organizations. It will clearly outline the shortcomings since the implementation of the initiatives and the need to provide solutions to the problems. This will also outline all the possibilities for individual groups of employees that were invisible before the initiative.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This section presents important literature reviews related to bias and its overall effect on the employee, management, and employee motivation. It also talks about breaking the bias and outlines key challenges associated with it. It will indicate reviews on the effects associated with breaking bias. This will also present reviews about employee motivation and related theories that have been developed and how both bias and breaking the bias can affect them.

2.2.0. Bias

Bias is believed to be a disproportionate weight in favour of or against an idea or thing, usually in a way that is closed-minded, prejudicial, or unfair (Blair, 2012). Biases can be innate or learned. People may develop biases for or against an individual, a group, or a belief (Simundic, 2013).

When the word "bias" is seen in the news, it is usually in connection with a terrible injustice, like someone being passed over for a job or, worse, being targeted by law enforcement because of a particular group to which the person belongs. They tend to think of people who behave in biased ways as bad people who take extreme actions to exclude others. No one wants to admit to being biased (Shenoy & Kumar, 2021).

According to researchers in psychological and brain sciences, however, biases are often at least partly unconscious (Blanco, 2017). Despite this, they profoundly impact the way we interact with the world and tend to perpetuate much of the inequality that exists in our society. One assistant professor of psychological and brain sciences says that although the bias people hear about in the news is usually harmful, bias itself is not always negative (Axt & Lai, 2019). The profession mentioned that "the way that psychological scientists define bias is just a tendency to respond one way compared to another when making some kind of life choice." Sometimes

these biases can be completely neutral, like a bias for Coke over Pepsi, and can even be helpful in allowing you to make decisions more rapidly (Ruggs, et al., 2019).

2.2.1. Causes of bias
While people might like to believe that they are not susceptible to these biases and stereotypes, the reality is that everyone engages in them whether they like it or not (Shenoy & Kumar, 2021). This reality, however, does not mean that you are necessarily prejudiced or inclined to discriminate against other people. It simply means that your brain is working in a way that makes associations and generalizations. In addition to the fact that most people in organizations are influenced by the environment and stereotypes that already exist in the society into which they are born, it is generally impossible to separate oneself from such influence. It is the natural tendency of the brain to sift, soften, and categorize information about the world that leads to the formation of biases. In general, people are susceptible to bias because of certain tendencies. Most people tend to seek out patterns. Bias also occurs because of the brain's natural tendency to look for specific patterns and associations in an organization. It will have the ability to store, process, and apply more information about the social status of people, and the brain is independent of this ability to form associations about the working environment. Again, the brain also has the tendency to simplify things because it is constantly inundated with more information at the workplace than it could conceivably process. Mental shortcuts make it faster and easier for the brain to sort through all of this data. Occasionally, experiences also influence bias, although these attitudes may not be the results of direct personal experience. Bias can also be caused by the assumptions one might have due to the culture in which they are raised. Sometimes, an individual deliberately misrepresents their preferences in order to influence the decision-making process. Some leaders try to categorize, compare, and make assumptions that reinforce their own unintentional favoritisms, preconceptions, and prejudices, as well as common stereotypes even at the workplace. Rather than focusing on seeing people as

individuals, most people at the workplace instead focus on stereotypes to define people and do not even spend time considering them on a more personal or individual level (Toomey & Rudoph, 2017).

2.2.2. Classification of bias

Most researchers look back in time at groups of participants that had a risk factor or exposure and its association to some outcomes. Detecting bias in classification asks the following questions: could the outcomes be biased based on how the participants were classified in the study due to their respective risk factors or exposures? In most cases, participants are asked to recall their relationship to the risk factor, exposure, or outcome. Acquiring information based on memory can be highly confounded, as memories can be unreliable, especially when asking participants for specifics such as "how many times over the past year did you wear classic clothes?" If the participants overestimate or underestimate their use of classic clothes (the exposure), the outcomes of the study will be biased (Kim, et al., 2016).

One of the major classifications of bias is selection bias, where there is a schematic difference between the baseline characteristics of the group that is compared (Blair, 2012). Selection bias is introduced by selecting some individuals or groups of individuals for a task in a way that is not properly randomized. This fails to ensure that the sample taken is representative of the population intended to be analyzed (Ruggs, et al., 2019). In all forms of selection bias, the systematic differences that exist between participants limit the ability to equally compare the groups and arrive at unbiased conclusions (Kim, et al., 2016).

Another form of classification is performance bias. This outlines the systematic differences between groups in the care that is provided or in exposure to factors other than the interventions of interest (Boutron & Ravaud, 2012). This is specific to differences that occur due to knowledge of intervention allocation. It often occurs where it is not possible to blind the

selected group. The selected people also change their responses or behavior if they know which group, they are allocated in.

Detection bias is also another class of bias where there is a systematic difference between groups in how outcomes are determined. This can either cause an overestimate or underestimate of the size of the effect. Attrition and reporting biases are also other forms of bias where there are systematic differences between groups in withdrawals from a study for attrition and the difference between reported and unreported findings for reporting bias (Boutron & Ravaud, 2012).

2.2.3. Measurement of bias

Everyone has bias in some way, and their conscious biases can easily be measured (Liu, et al., 2022). But there are unconscious biases that are more challenging to detect. Although unconscious biases are unavoidable, they can negatively affect the workplace when they are to one's disadvantage or are used to make unfair or unethical decisions. This can lead to discrimination and negatively impact company morale, innovation, and the organization's ability to attract and retain talent. One way to combat unconscious bias is to measure the bias quotient at the workplace and the ability of the employees to recognize and disrupt bias. Measuring bias can give organizations a more concrete sense of where it is more likely to exist, as well as the types of biases employees are most susceptible to (Fife-Schaw & Barnett, 2008). This begins with awareness. Measuring bias can give organizations a more concrete sense of where they are more prone to exist, as well as the types of biases employees are most susceptible to. A company may say it's committed to hiring more diverse candidates. However, a closer look might show that, internally, the same types of people are receiving promotions or that, when the company makes a diverse hire, it struggles to retain that person. What might be lacking is awareness. The organization should look beyond its policies and critically observe what is happening at the workplace (Ruggs, et al., 2019).

Data from many sources can also be used to determine the level of bias at the workplace. Such data may include behavioral training data, an employee survey, exit and stay interviews, helpline reports, demographics, policy incidents and violations, and hiring, promotion, and attrition data. Not all data is created equal. For example, employee surveys can help capture sentiment data at a particular point in time but shouldn't be the sole predictor of bias at the workplace. These surveys tend to get polarized responses, and there will generally be a group of people who are upset, another group who don't trust that the survey is anonymous and will tell you what they think you want to hear, and a group of employees who are happy. But the responses miss the vast majority of people who are somewhere in the middle and can provide more balanced insight into what's working and the areas that need improvement. Similarly, reports from demographics and internal controls are valuable for their raw data but rarely dig into the "why" beyond the numbers. An organization may meet its goal of hiring more minority candidates but fail to follow up on tracking the experience of those new employees. The bias quotient can't be all data or all sentiment, so it needs to be a thorough mix of both (Fife-Schaw & Barnett, 2008).

The ideal way to measure bias quotient is to find a way to measure day-to-day interactions because, ultimately, that is when bias occurs. However, this can be difficult to achieve and can be invasive. Behavior-based training offers a way to uncover how employees may act when confronted with certain situations (e.g., hiring, promotions, interacting with people who are different from them) and teach them how to navigate and combat their unconscious biases to affect real change. Instead of simply lecturing learners, the best training challenges employees to visualize everyday scenarios and consider their actions. The goal isn't to instantly eliminate bias but to discover how bias influences decisions. Besides making employees more self-aware, behavior-based training produces meaningful data that can be used to measure your organization's bias (Ruggs, et al., 2019).

2.2.4. Effects of Bias

The consequences of bias range from missed opportunities and uncomfortable interactions to hurtful prejudices and unfair discrimination. The effects of bias are wide-ranging and often unfair to the groups they affect (Crandlemire, 2020). Most people believe they are ethical and unbiased. They imagine they're good decision-makers, able to objectively size up a job candidate, assign roles, strike venture deals, and reach a fair and rational conclusion that is in the best interest of the industry. Some people fall woefully short of their self-perception. This is especially true when the harm these biased acts cause is discovered. The more these harms are recognized, the more likely the behaviors will minimize the harm, and this is why it's believed that the most way to reduce bias is to become aware of it first. Biases can sometimes have far-reaching effects such as overlooking qualified candidates in a hiring situation due to gender, race, and color. This can ultimately cause an organization to miss out on the unique perspectives that could have been presented by the candidate. It is realized that holding biases isn't enough to allow them to affect decisions and behaviors. In most cases, the impact of bias on the industry and the employee can be mitigated by taking a moment to reflect on it (Bullwinkel, 2020).

When people are aware of their biases, they are better able to control them and avoid making decisions based on their prejudices. This helps them avoid having their decisions influenced by their biases, and, as a result, their decisions are more objective. In addition, people who are aware of their biases are better able to understand the experiences of others, which helps them to build empathy and improve the quality of their interactions with others (Tyner, 2020). This in turn improves the performance of the organization as a whole. The negative effects of bias are not limited to those who experience it. It also affects the employee experience for those who are not targeted. When employees are not treated equally, they may feel frustrated and disheartened, which can negatively impact their work performance. The effects of bias also extend to the organizations that fail to address it. It can be difficult to ignore the effects of bias

in the workplace. In many cases, subtle biases can have a large impact on an individual's experience. For example, a manager who favors candidates who look like them might unintentionally limit the pool of applicants from which employees can choose. This can lead to a less diverse, less representative workforce (Noe, et al., 2014).

The bias that is present in the work environment affects the employee experience and the productivity of the company. When bias is present, it can make employees feel like they are being discriminated against, which can ultimately lead to a poor employee experience. This in turn harms the productivity of the company, as employees who feel like they are being discriminated against are less likely to work as hard as they could. This in turn harms the output of the company, as it causes the company to lose productivity, which ultimately causes the company to lose money (Garavan, 2011).

2.3.0. Breaking the Bias

Breaking the bias means giving everyone equal opportunities, at equal times, and treating everyone the same at all times (O'Donovan, 2018). It is about providing inclusive environments for everyone to have a chance to express themselves and succeed in the workplace. Bias in individuals and industrial settings is a key contributor to inequalities in nearly every social domain. With the recent attention and energy in social movements for gender, racial, and ethnic justice, there is a clear opportunity to make lasting social and institutional changes (Jack & Welch, 2007). This requires each and every one of us to become more aware of our conscious and unconscious biases and to be willing to question ourselves and others. It challenges everyone to speak up for changes and the willingness to think differently in hiring and managing industries. This allows and paves way for people to critically analyze why and how some decisions are made. It was in ancient times when some workplaces were assumed to be for a particular group only, and some tasks were performed by others only as well. In our modern world, it could be attested to the fact that disputing the bias and opening doors for

everyone to also work actively has caused a lot of improvement in industries and has been a blessing to the world at large. Some people have so far achieved a higher percentage of success in breaking the bias and have set the pace for everyone across the world. It is imperative that these biases be mitigated in order to create a conducive working environment that fosters growth and access to opportunities for everyone (Ellisa & Edwards, 2020). Acknowledging that everyone is biased in some way or another is an important step towards breaking these biases. Another important step is to always take pause, reflect, and question whether our actions, responses, and even thoughts towards our peers can come across as biased. This is a necessary step in identifying and eliminating any misunderstanding, disagreeability, or ill-will by presenting our best selves to others and equally assuming their best intentions. To mitigate these biases, industries can introduce bias training to sensitize employees and speak publicly about the negative impact of bias. It is also important to track outcomes for everyone's promotions and treat them fairly. Organizations should also extend their policies and programs to support every group in the organization. This includes offering more paid time off to provide resources for home schooling and other parenting resources (Effectv, 2022).

As the call for a break in bias gets louder each day, there have been conscious efforts to make it possible. More work needs to be done since what has been done so far is gradually yielding good results. One cannot talk about breaking bias and clearing the cloudiness of the impact on industries without hitting on education. The only way to bring out the capabilities of everyone is to educate them not just with book knowledge but also with skills (Sofiah, 2022).

2.3.1. Challenges Associated with Breaking the Bias

The bias that shapes our perspective is deeply rooted in our cultural norms. It lies in the ways we think about who we are, and why we behave as we do. And while that bias is a persistent and troubling influence on our lives, it is also something that we can work to challenge, as long as we recognize it for what it is. The challenges associated with breaking the bias are enormous.

Many people assert that the bias in the workplace is challenging to break, but can be broken by a combination of effort and strategy (Rasheed, 2017).

Often the bias is subconscious, which makes it nearly impossible to address. The unconscious bias may be a product of the cultural environment in which we were raised, our own experiences, or a combination of both. People who are not conscious of their implicit biases still hold them, which means people who don't want to address them are not immune from them (Tyner, 2020).

One of the biggest challenges in breaking the bias is that it happens subconsciously. Most people tend to favor information that confirms their beliefs and keeps them safe. This is especially true for people who have been socialized to be skeptics. Even when someone is being an open-minded skeptic, they may still unconsciously filter out information that challenges their beliefs, because it feels uncomfortable (Tyner, 2020).

Another significant challenge lies in the fact that the biases of a particular group are different, and to assume that they are the same is like assuming that the way everyone thinks is the same. Many young ones are taught to seek the safety of anonymity and to be extremely cautious before providing any information. They are not taught to speak up and be proud of themselves, to stand up for themselves, or to seek opportunities to learn, grow, and improve. And as they grow and enter the various industries, the same attitudes are exhibited (Mullens, et al., 2013).

2.4.0. Employee Motivation

Motivation is an important characteristic that encourages individuals to do their best work and contributes to the achievement of major corporate goals (Sennewald & Baillie, 2016). A strong positive inspiration will boost workers' output, whilst a negative inspiration would reduce their output. Motivation is an important aspect of the executive team. Motivation is at the heart of business success. It is the reason people show up to work on time, in the best shape possible, and with a positive attitude (Sennewald & Baillie, 2016). When a person is motivated, they can

perform at their best and achieve their goals. However, employee motivation has become a challenge for many organizations (Perkbox, 2018).

Employee motivation is one of the most pressing issues facing the modern workplace. It is the level of commitment, energy, and innovation that a company's staff hold during the working day (Webb, et al., 2015). Maintaining and improving motivation in the workplace can be a problem for many companies, as not every task will be interesting. Therefore, businesses must find ways to keep their employees engaged. It is key to an organization's success as it also fosters diversity (Moniz Jr, 2010). It's the level of commitment, drive, and energy that a company's workers bring to the job every day. Without it, companies experience reduced productivity and lower levels of output, and it's likely that the company will fall short of reaching important goals too. Employees can no longer be expected to perform at peak levels if they are not motivated to do so. However, while many strategies have been proposed to improve employee motivation, few have proven effective. This has led many organizations to turn to motivational posters, which are commonly displayed in common areas such as break rooms, to try and increase employee engagement. Employee loyalty is the foundation of any successful firm. As a result, keeping them is crucial. Getting new employees ready is time-consuming and necessitates more resources; as a result, the more a representative is drawn out and continues with the group, the better for the organization (Heryati, 2021).

2.4.1. Factors that affect employee motivation
Employees' motivation is affected by many different factors, which can be categorized into 3 groups:

Group 1, which is the human factor, consists of intrinsic factors that energize a person to do something, such as one's benefit, personal goal, personal attitude, the ability of a person, and experience.

Group 2 which is the external factors influencing an employee, examples: company's culture, human resources policies.

Group 3 which is also work nature-related factors are the main elements that determine the worker's salary in an organization, such as job stability and autonomy, level of the discrepancy of a task, responsibility, task complexity and work's attraction (Webb, et al., 2015).

Another model that explains how motivation can be achieved is by understanding the individual's level of needs through Maslow's hierarchy of needs (Webb, et al., 2015). Based on this model, a five-level pyramid of needs exists within a person: Physiological needs: these needs are often called physical or biological needs to survive for human beings, and they include food, water, shelter, air, clothing, warmth, etc. According to Maslow, these are primary needs although the lowest level of needs which must be satisfied first before all other secondary needs (Touré-Tillery & Fishbach, 2014).

Safety needs: These needs are considered higher than the physiological needs, and based on Maslow's hierarchy, they encompass safety and security needs. The urgency of people to experience peace and order, predictability, and the presence of control in people's lives. These can be experienced by individuals, families, and society as a whole, like the availability of schools, businesses, police, medical care, etc. Common examples of this type of need include financial and emotional security, social stability, health and well-being, laws and order, freedom from fear, and others.

Love and belongingness need: These needs belong to the third higher group of needs that emphasize interpersonal relationships, friendships, and a sense of belongingness. Examples of this type of need include but are not limited to acceptance; affection and love; trust; intimacy; affiliations with family, colleagues, and friends; and other related needs (Taormina & Gao, 2013).

Esteem need: These needs encompass people's longing to have an unchanging and credibly affirmative assessment of themselves. According to Maslow's model, the needs are the fourth level of needs and are classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, and independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige). Accordingly, respect and reputation play an essential role for children and adolescents (Taormina & Gao, 2013). Self-actualization needs: these needs are considered the highest level of needs and are referred to as the realization of an individual's potential, fulfilling oneself, peak experiences, and the achievement of things that were once longed for. Maslow (1943) labels these needs as "realizing the needs and desires that people can become in the most possible way" (Bögenhold, 2009).

Furthermore, motivator factors are job satisfaction factors, and these are briefly defined: Recognition describes the praise and rewards for employee achievements; sense of achievement encompasses the employees' emotional feeling of accomplishing certain tasks with fulfillment and happiness; growth and opportunities involve opportunities for employees to improve in their career and personal growth; responsibility, which means that employees must hold themselves accountable for their work, and meaningfulness of work, which is based on how the work itself can be meaningful, challenging, and interesting for employees as a way to motivate them (Taormina & Gao, 2013).

2.4.2. Classification of employee motivation

Motivation is a significant factor that urges people to give their best execution and help in arriving at big business objectives. Solid positive inspiration will empower the expanded yield of workers yet a negative inspiration will decrease their exhibition. A key component of work for executives is motivation (Chalam, 2017).

Intrinsic motivation is a type of motivation in which an individual is motivated by internal desires. For example, let's say an individual named Bob has set himself the objective of starting

to shed pounds and get more beneficial. How about we likewise envision that Bob's motivation to seek after this way of wellness and wellbeing is to improve his wellbeing in general and feel more joyful with his appearance. Since Bob's craving for change originates from inside, his inspiration is intrinsic (Galli, 2020).

Extrinsic motivation, on the other hand, is a type of motivation in which an individual is motivated by external desires. Instead of being inspired by the need to look better and feel more beneficial, suppose that Bob was feeling pressure from his significant other to thin down and improve his physical make-up with the goal that she would be more pulled in to him. All things considered; this is an example of extrinsic motivation.

In a real sense, motivation means positive motivation. Positive motivation incites individuals to do their work in the most ideal way and to improve their presentation. Under these better offices and prizes are accommodated their better execution. Such rewards and offices might be money related, or non-monetary (Webb, et al., 2015).

Negative motivation aims at controlling the negative endeavours of the work and tries to create a feeling of dread for the labourer, which he needs to languish over the absence of good execution. It depends on the idea that if a labourer flops in accomplishing the ideal outcomes, he ought to be rebuffed (Taormina & Gao, 2013).

Incentive motivation, or reward-based motivation, is a type of motivation that is utilized when you or others know that they will receive a reward once a certain goal is achieved. Since there will be something to anticipate toward the finish of an errand, individuals will regularly turn out to be increasingly resolved to oversee the undertaking with the goal that they can get whatever it is that has been guaranteed (Sennewald & Baillie, 2016).

The word "fear" carries a heavy negative meaning, but when it comes to motivation, this is not necessarily the case. Anyone who is big on goal-setting and achievement knows that

accountability plays a huge role in following through on goals. For fear-based motivation when one become responsible either to somebody you care about or to the overall population, you make an inspiration for yourself that is established in the dread of disappointment. This dread encourages you to do your vision with the goal that you don't bomb before the individuals who know about your objective. Dread-based inspiration is incredibly ground-breaking as long as the feelings of dread are sufficiently strongly to keep you from stopping.

Titles, positions, and roles throughout jobs and other areas of lives are very important to everyone. Those who are constantly driven to acquire these positions and earn titles for themselves are typically dealing with achievement-based motivation. This is classified as achievement-based motivation (Taormina & Gao, 2013).

2.4.3. Measurement of employee motivation

Motivation states influence the evaluation of goal-oriented objects, and these evaluative processes in turn promote successful goal, both consciously and unconsciously. Measuring motivation includes the activation, evaluation, and perception of these goal-related constructs and the subjective experience they evoke. Motivation can also be measured by the degree to which goal-related concepts are accessible in memory. Specifically, the greater the motivation to achieve a specific goal, the more likely individuals are to remember, notice, or recognize concepts, objects, or persons related to that goal. Motivation also enables goal-directed behaviour, which is evident through the exhibited actions. However, behaviour, at the workplace is not just the outcome of motivation. In most cases, motivation can manifest itself in terms of the amount of time it takes an individual to complete a specific task at the workplace or how fast the tasks can be completed. The motivation can also be measured in terms of level of performance at a goal-related task especially when the performance is changeable and also integral to the specific goal (Touré-Tillery & Fishbach, 2014).

2.4.4. Determinants of employee motivation

Human resources are the most strategic resource and the most significant input for all industries. Their behaviours and motivations can strongly affect the overall performance of the workforce (Noe, et al., 2014). Human needs are both numerous and complex. Some of the needs cannot be described or identified because people hide their real needs under the cover of socially accepted behavior. Further, each person is different, and a variety of items may prove motivating depending on the needs of the individual, the situation the individual is in, and what rewards the individual expects for the work done. It is the duty of the manager to match individual needs and expectations to the type of rewards available in the job setting (Touré-Tillery & Fishbach, 2014).

The climate in the organization must be conducive to human performance. Climate plays an important part in determining a worker's motivation. The climate in an organization is determined by a number of variables, such as its leadership style, autonomy enjoyed by members, growth prospects, emotional support from members, and reward structure (Osabiya, 2015).

A worker does not live in two separate worlds, one inside the factory and the other outside it. The troubles and pleasures of off-the-job life cannot be put aside when reporting for work in the morning, nor can factory matters be dropped when returning home after work. Culture, norms, customs, images, and attributes accorded by society to particular jobs, professions, and occupations, as well as the worker's home life, all play a strong motivational role. Factors such as social status and social acceptance play an important role in shaping the motivations of people (Touré-Tillery & Fishbach, 2014).

2.4.5. Problems associated with employee motivation

Keeping employees motivated and engaged can help boost morale, reduce turnover, and create a more dynamic and profitable operation. While different things motivate different people, there are several demotivating practices that can negatively impact your business. Recognizing and correcting these issues can help improve your organization on numerous fronts (Vincent & Anjali, 2018).

Poor leadership structure mostly affects employee motivation. When no one appears to be in charge, or worse, everyone thinks they're in charge, it can be hard to perform at peak levels. A lack of hierarchy or direct reporting structure leads to confusion, resentment, and an overall lack of direction. Employees are demotivated because their objectives are unclear and therefore difficult to work toward. Some of the issues include unclear or non-existent job descriptions, hazy goals and objectives, an unclear chain of command, and disorganized directives (Vincent & Anjali, 2018).

Lack of challenging work sometimes affects employee motivation because employees who are bored are typically unmotivated. They may not take an interest in tasks they consider mundane or may perform poorly at the work they do attempt. Some of these problems include inappropriate hires, failure to promote from within, a lack of professional development opportunities, and not taking advantage of an employee's skill set (Holton, et al., 2017).

When most employees are at odds with one another, or with management, it's not only demotivating, it's also unproductive and could lead to a toxic work environment. Some common problems associated with this include gossip and clique formation, bickering and open disagreement, constant complaints to human resources, and open sabotage of the work product (Vincent & Anjali, 2018).

Lack of confidence in the company is also a major problem affecting employee motivation. If employees don't feel the company is "going anywhere" or perceive the business is mismanaged

to the point of potential job loss, this feeling of insecurity can manifest as poor motivation. Signs of these may be demonstrated through an unwillingness to cross-train or develop professionally, poor quality of the work product, high turnover as people search for new jobs, and disinterest in long-term projects (Vincent & Anjali, 2018).

2.4.6. Theories about employee motivation

Many theories have been proposed to explain employee motivation. One of the most widely known is the theory of the three factors of employee motivation. The theory of the three factors of employee motivation states that three primary factors affect employee motivation: extrinsic, or external, factors such as pay, benefits, and job security; and intrinsic, or internal, factors. These factors include job satisfaction and autonomy; and perceived motivators, or the motives that employees attribute for their work, such as playing a role in the organization, earning money, and being a part of a team (Graham & Weiner, 1996). Extrinsic and intrinsic factors are usually addressed through leadership and management education and development programs, which aim to increase the perceived motivators of employees (Coaching Opleidingen, 2010). The theories include equity theory, expectancy of motivation, Herzberg's motivation theory, Maslow's hierarchy of needs, and McClelland's three needs theory. For the purpose of this study, the focus will be on equity and expectancy theories of motivation (Haque, et al., 2014).

2.4.6.1. Equity theory

The equity theory, which was developed by John Stacey Adams (1963), explains why employee benefits alone don't drive motivation. It also explains why giving one person a promotion or pay raise can have a demotivating effect on others (Fellenz, 2015). It is the theory that explains why some people are motivated by money while others are motivated by intrinsic rewards.

When people are treated honestly or advantageously, they are more likely to be motivated; when they are treated unfairly, they are more likely to be dissatisfied and demotivated.

Employees strive for parity between the inputs they provide to a job and the outcomes they receive, as compared to the perceived inputs and outcomes of others. According to equity theory, people value fair treatment, which motivates them to maintain justice in their coworkers and organizational interactions (Indeed Editorial, 2019).

Equity theory also explains why people engage in behaviors that are in their best interest, even when those behaviors are against their self-interest. For example, people will sometimes take a long time to respond to emails when their coworkers have responded quickly, even though their self-interest would be better served by emailing back as soon quickly as possible. This behavior is in their best interest because it keeps them in good graces with their coworkers and prevents them from being unfairly judged and penalized by their coworkers (Ogolo & Ibinwangi, 2016).

In general, the degree of demotivation is proportional to the perceived disparity or inequity with other people, but for some people, even the tiniest hint of a negative disparity between their situation and that of others is enough to cause massive disappointment and a sense of significant injustice, leading to demotivation, or worse, open hostility (Fellenz, 2015). Some people become emotionally angry, externally difficult, obstinate, or even disruptive, as a result of their reduced effort and application. Others try to improve the outcomes by making claims or demands for higher pay or by looking for new employment (Juneja, 2018).

2.4.6.2. Expectancy Theory of Motivation

Expectancy is the notion that putting in more effort will result in better results, i.e., if I work more, I'll get better results. This is influenced by factors such as having the appropriate resources on hand (like raw materials and time), having the necessary skills for the job, and

having the required resources to complete the task (such as supervisor support, required labor, time, and correct information on the job) (Webb, et al., 2015).

The expectancy theory of motivation focuses on the mental processes involved in making a decision. It examines self-interest in the alignment of rewards with people's desires, as well as the relationships between expected actions, rewards, and organizational goals (Unda & Ramos, 2016). The expectancy theory suggests that people will act to achieve rewards and avoid costs as long as these rewards and costs are of high importance to them. It highlights the importance of the motivational effects of reward and punishment in determining the actions of employees. The expectancy theory is based on the idea that people are motivated by the values they are attached to and how these values are chosen as important. The theory establishes that people are not motivated only by monetary gain but also by the prospect of achieving long-term goals or avoiding short-term costs (Nsofor, 2009). For example, when an employee is offered a raise but also knows that other employees are getting a bigger one, the person may be more likely to turn down the raise and instead work harder to improve her compensation (Gordon, 2022).

Vroom's expectation theory and Adam's equity theory of motivation have a relevant connection: people will compare their outcomes to those of others. According to equity theory, people would modify their degree of effort to make it fair in comparison to others based on their perceptions (Kenny & Nnamdi, 2019). So, if we both got the same rise this year but I believe you put in significantly less effort, this theory indicates that I would reduce my effort. Other theories do not allow for the same level of individuality among individuals. Individual perceptions and hence personal histories are taken into account in this model, allowing for a variety of reactions not seen in Maslow or McClelland's models, which assume that humans are fundamentally all the same. Employees at an organization will be motivated, according to the expectation theory, if they believe that putting forth more effort will result in better job

results, there are organizational awards, such as a raise in salary or perks, and if the employee in issue values these anticipated organizational benefits (Unda & Ramos, 2016).

Managers should employ methods that relate rewards closely to performance to improve the performance-outcome link. Managers must also make certain that the awards given are both deserved and desired by the beneficiaries. To increase the effort-performance link, managers should invest in training to improve their competencies and their confidence that putting in more effort will result in greater results (Prachi, 2018).

2.5.0. Productivity in the industry

The definition of "productivity" from a manufacturing perspective is "the ratio of output to input in production" and is a measure of efficiency (Isham, et al., 2019). With the growth in productivity, an organization is able to produce and consume increasingly more goods and services for the same amount of work. It is often assumed that productivity means getting more things done each day, but that is probably wrong. Productivity means getting important things done consistently. And no matter what you are working on, there are only a few things that are truly important (Clear, 2018).

Being productive is about maintaining a steady, average speed on a few things, not maximum speed on everything. Increases in output can only be due to increases in the inputs to the production process or to the efficiency with which they are used. Increases in inputs impose costs on society: increasing labour means having less leisure time; increasing investment in the capital means lowering current consumption and increasing material inputs reduces reserves of natural resources. Productivity growth is our opportunity to increase output without increasing inputs and incurring these costs (Aternity, 2021).

2.5.1. Factors that affect Productivity

Factors influencing construction productivity have been the subject of inquiry by many researchers. In order to improve productivity, a study of the factors affecting it, whether positively or negatively, is necessary. Making use of those factors that positively affect productivity and eliminating (or controlling) factors of negative effect will ultimately improve productivity (Bustamam, et al., 2020).

Poor supervision and communication are some of the factors that affect productivity. Poor supervision makes way for conflicts, lower performance levels or work burnout, tension, and poor work relationships and poor communication that also cause low productivity because employees don't have access to the people, knowledge, and resources that help them do their jobs and don't have the passion and motivation to perform well or even exceed expectations (Admin, 2021).

Other factors include a lack of delegation, which has adverse effects like low morale, self-doubt, trust deficit, productivity slumps, and inappropriate behaviour. When employers fail to address and correct bad workplace behavior, negative consequences such as poor morale, employee stress, damage to reputation, and employee turnover might occur (Grones, 2019).

Inadequate technologies and inconsistency are also factors that affect productivity. Inconsistency lowers psychological safety, increases fear, and makes failure's social costs salient, it in turn decreases experimentation behaviors, thus lowering productivity (Kazaz, et al., 2016). The distractions of email, social media, and instant messaging can also detract from those productive hours. Many people are responding to messages instead of using that time to challenge their brains and work on challenging tasks (Gass, 2019).

Lack of acknowledgement is also another factor that affects productivity at the workplace. More than 35 percent of the employees consider lack of recognition of their work the biggest

hindrance to their productivity. According to them, rewards and recognition for achievements at work act as morale boosters, which in turn increase their productivity (Irvine, 2012).

2.5.2. Measurement of productivity

At its simplest, labor productivity is the amount of output per worker. The productivity of a factory worker making footballs, for example, could be measured by how many footballs they make in one hour. The more they produce, the more they contribute to profits for the company (Kenny & Nnamdi, 2019). Also, one of the most widely used measures of productivity is gross domestic product (GDP) per hour worked. This measure captures the use of labor inputs better than just output per employee (Jahchan, 2016).

2.5.3. Determinants of productivity

Productivity is a crucial determinant of the well-being of every organization. To understand why certain people at a workplace are more productive than others, there is a need to understand how productivity is determined. More specifically, there are four determinants of productivity: physical capital, human capital, natural resources, and technological knowledge (Isham, et al., 2019).

Physical capital describes the stock of equipment and structures that are used to produce goods and services. That means it represents the tools and infrastructure workers use to create products and services. Generally speaking, an increase in the amount or quality of physical capital leads to an increase in productivity. Capital is a factor of production (Almaamari & Alaswad, 2021).

Human capital also refers to the knowledge and skills that workers acquire through education, training, and experience. That means it includes all the relevant know-how that workers have accumulated throughout their lives (e.g., from school, university, training, and on-the-job learning). Although it is intangible, human capital is similar to physical capital in many ways.

Thus, an increase in the availability of human capital usually leads to higher productivity (Bustamam, et al., 2020).

Natural resources, on the other hand, describe all inputs into the production of goods and services that are provided by nature. That means it represents everything that can be used to create goods and services that is not human-made. There are two types of natural resources: renewable and non-renewable (Maarleveld & Been, 2011). As the name suggests, renewable resources (*e.g.,* forests*,* solar power*)* can be replenished quickly. In contrast, non-renewable resources (*e.g.,* oil*,* minerals) usually take several thousand years to be created.

Technological knowledge also refers to society's understanding of the best ways to produce goods and services. That means it describes technological progress within the economy. Technological knowledge can be public or proprietary. Public knowledge is openly available and can be used by all firms (*e.g.,* computers). In contrast, proprietary knowledge is a secret and only known to the company that discovers it (Almaamari & Alaswad, 2021).

2.6. Conceptual Framework

In conducting a qualitative study, it is always best to consider the earlier studies with a similar topic (Nsofor, 2009). Most people believe that influence employee motivation and productivity as a result of a biased or unbiased environment. The factors include work nature, work condition, salary, promotion, awards, and company culture. These factors influenced by a biased environment can be classified into three;

Work-related factors, including being unbiased in work conditions, work nature, and work safety culture. The motivation of workers, which influences productivity, is affected by their work results. Once the worker has obtained a positive result, a huge confidence is gained, and the desire to do more thereby enhancing the work motivation.

Company-related factors, including unbiasedness in award programs, salary policies, benefits, training, and development. For the purpose of this study, training-promotion is included since they are crucial requirements for every labourer.

Relationship-related factor, including unbiased relationships with colleagues and relationships with managers (Hong Le, et al., 2021).

Dependent Variable: Productivity

Independent Variables: Motivation, biased environment, unbiased environment
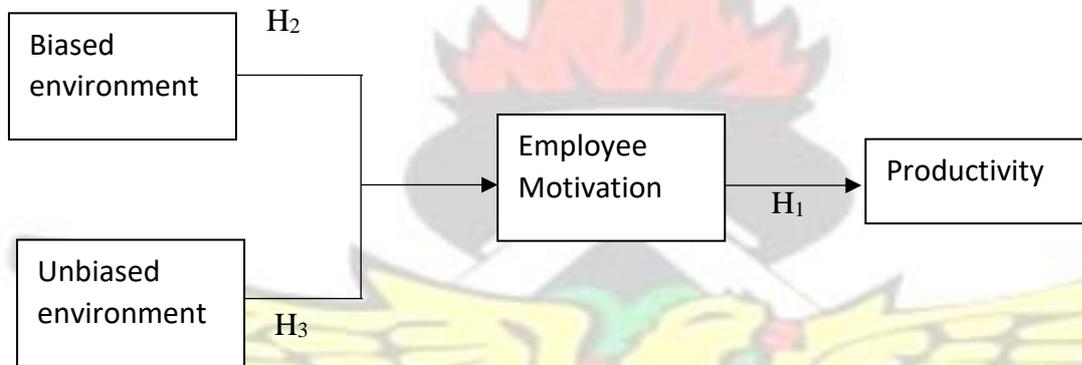
Figure 2.1. Study Framework

Hypotheses:

H1: Motivation has a positive effect on productivity

H2: Biased environment has a negative effect on motivation

H3: Unbiased environment has a positive effect on motivation

CHAPTER THREE

METHODOLOGY

3.1.0. Introduction

This chapter presents the research design, population, sampling design, and study frame. It also discusses the sampling technique adopted by the researcher. It also discusses the collection procedure, the sources, and the analysis approach for the purpose of this study, including the reliability and validity test of the data. It finally presents the ethics that were taken into consideration before, during, and after the study.

3.2.0. Research Design

This study utilized both quantitative and qualitative methods. Both approaches will help in describing and explaining the data very well. Research design can have a number of classifications, which could incorporate the degree to which the research question has been crystallized, the method of data collection, the ability of the researcher to produce effects in the variables being studied, the purpose of the study being carried out, the time dimension, the focus of the study, and also the research environment. A descriptive study collects data in order to answer questions about the current status of the subject or topic of study (Gikonyo, 2017). The classification of the particular research design for this study is the purpose of the study. The researcher believed that a descriptive research design was especially appropriate for this study because it was concerned with finding out the various biases in an organization and how breaking those biases can influence employee motivation and productivity.

3.3.0. Population and Sampling Design

3.3.1. Population

The study population refers to the total collection of elements that one would like to study or from which one would like to draw inferences (Njambi, 2014). The population aspect, however, refers to the individual participant or object on which the measurement is taken. This is the unit of study (Cooper & Schindler, 2011). For the purpose of this study, the Newmont Ahafo mine

site was considered, and employees volunteered to participate in the study. The organization has about 500 employees and 75 employees across all categories of staff including professionals, management, and maintainers or operators were considered.

3.3.2. Sampling Design and Study Frame

Sampling refers to the process by which part of the population is selected and conclusions are drawn about the entire population (Cooper & Schindler, 2011). The quality of a study is often better with sampling than with a census. "Sampling possesses the possibility of better interviewing (testing), more thorough investigation of missing, wrong, or suspicious information, better supervision, and better processing than is possible with complete coverage" (Deming, 1990, p. 26). However, it is important to note that the sampling frame often differs from the theoretical population because of errors and omissions. It is therefore a matter of judgment when it comes to determining exactly how much inaccuracy one can accept while choosing a sampling frame.

3.3.3. Sampling Size

Sample size is the representation of a part of the population (a subset) that participates in a study (Polit & Beck 2004). Population of approximately 75 staff members from the operational level were chosen as the sample size to act as respondents to the questionnaires. 10 were selected from the management team. 20 employees and 45 employees were selected from the professional staff and maintainers/operators, respectively, as shown in table 3.1.

Table 3.1. Population and Sample size of the study considering the categories of staff

No.	Category of Staff	Total Population (A)	Sample Size (B)	Percentage (B/A)
1	Management	55	10	0.18
2	Professionals	100	20	0.20
3	Maintainers/ Operators	345	45	0.13
Total		500	75	0.15

Source: Researcher's field survey (2022)

3.3.4. Sampling technique

Simple random sampling method was used in this particular. It was selected because is the basic sampling method when considering a group of employees in an organization such as Newmont Golden Ridge Limited, for study from their population. Each employee is selected entirely to stand a chance of equally and exactly factoring everyone in the sample of data collected. This ensures that the data collected will be more consistent and accurate when measured and processed for the study. The technique was selected to look at the most relevant part of the study that is based on observable facts. Again, the sample is selected because of the quantitative approach used in the study. Monitoring and evaluation activities can easily be captured.

The criteria for the respondent's inclusion, they were personnel at the various selected departments at Newmont Golden Ridge Limited. Employees who acted as participants or respondents of the study met the requires criteria as individuals who were currently working with at least one-year experience and skills in the study area.

3.4.0. Data Collection and Analysis

3.4.1. Data Collection

According to Onyango (2002), a questionnaire consists of a set of questions for submission to a number of persons, or respondents, in order to gather specific data about a given subject. Babbie (2005) also explained further that those questionnaires fall into two categories; either open-ended (unstructured) or closed-ended (structured). In closed-ended (structured) questionnaires, the respondent is provided with a list of possible answers to choose from, thus eliminating the complexity and problems that emanate from the respondent providing his/her own responses. Close-ended questions are popular in survey research because they facilitate greater uniformity in the responses and are more easily processed than the responses to open-ended questions. In open-ended (unstructured) questionnaires, the respondent is asked to provide his or her own answer to the question (Babbie, 2005). Open-ended questionnaires are designed to permit free responses from participants rather than ones that are limited to specific alternatives. For the purpose of this study, closed-ended questionnaire was employed.

The questionnaire was divided into seven sections, with section one designed for the purpose of the questionnaire and a declaration of consent. Section two was also designed to analyze the demographic data about the respondent, which focused on gathering information like gender, age, relationship status, job category, and academic qualification. The third and fourth sections look at how the respondents feel at work and the respondent's general knowledge on bias, respectively. Section five analyses the respondent's knowledge of breaking the bias. Sections six and seven also gather data on the motivational support the respondents perceive they receive, their level of productivity, and how they are influenced by a biased or unbiased environment. For each question, there were five multiple choices using the Likert scale of measurement for gathering the data. The Likert scale ranges from strongly agree to agree, strongly disagree to disagree, and neither agree nor disagree (Sozen & Guven, 2019). This

method will be used because it is easy to administer and because it allows literate respondents to express their views without fear. The researcher physically delivered physically the questionnaires to the selected respondents and collected them after one week. This enabled the respondents to have ample time to understand and answer the questionnaires.

The link to the questionnaire was shared randomly to all employees and link expired after 14 days.

3.4.2. Data Validity and Reliability Test
A pilot study was conducted to help establish the content validity of the questionnaire. The questions were carefully constructed and refined after the pilot study. The research instrument was also reviewed and amended by experts in the area of study.

To establish the reliability of the questionnaires, the instrument was provided to a total of 10 selected respondents (about 13.3% of the sample size) at the workplace. The reliability respondents were repeatedly asked the same questions and the answers were eventually used in the construction of the final questionnaire.

3.4.3. Data Source and Analysis Approach
Statistical analysis relies mostly on data collection in research work. For this study, only the primary data source was used in gathering and collecting information relevant to the study. (Douglas, & Ottmann, 2017). Primary data collection is an information gathering method that has genuinely been collected by the researcher or scholar for the first time.

It has also been determined that managers need information and not simply raw data. The collected data was edited for accuracy, uniformity, consistency, and completeness, and then it was arranged to enable tabulation and graphical representation before final analysis. Researchers generate information by analyzing data after its collection. The purpose of data analysis is to reduce accumulated data to a manageable size by developing summaries, looking

for patterns, and applying statistical techniques (Cooper & Schindler 2011). The results of the data were automatically generated into pie charts with the help of google forms.

3.5.0. Ethical Consideration

An official notice was sent to management, and an introductory letter was acquired from the head of the Human Resources and Organizational Development department at the Newmont Ahafo Mine site. The researcher received permission to carry out the sampling and gather the data. All subjects were assured of total confidentiality, and the data obtained was to be used for research purposes only. The study tried to avoid creating any form of risk for the participants. There were no direct benefits to the respondents, but the results are expected to be of valuable to the entire organization. The respondents in this study were not required to use their names or provide any form of identification, and a general consent was sought even at section one of the questionnaire.

3.6.0. Chapter Summary

This chapter has discussed the research methodology that was used in conducting and analyzing this research. The Newmont Ahafo Mine site, which was considered the study area, has a population of about 500 employees. The sample size for this study was 75, and a well-structured questionnaire was the primary source used in gathering the data. The structured questionnaire was pilot tested on 10 respondents representing various categories in the organization, thus management, professionals, and maintainers or operators. For the analysis of the results, descriptive analysis and correlation testing were used, and the results and findings will be presented in chapter four.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1. Introduction

This study presents the results and a discussion of the findings collected from the employees of Newmont Ghana Ridge Limited at the Ahafo mine site. These findings from the data analyzed from the questionnaires have been presented in figures presenting the number of responses and the respective percentages. The first and second chapters gather data on the respondent's demographic data and how they feel at work, respectively. The sections three to six also gather information about the respondent's knowledge about bias and breaking the bias and how they can affect employee motivation and productivity at an organization. The questionnaire also begins with a declaration of consent by the respondent. This chapter also discusses the limitations the researcher encountered during the data collection and analysis processes.

4.2. Presentation of Research Findings

4.2.1. Response Rate

Koltler (1997) describes the response rate as the extent to which the final set of data includes all sample members, and it is calculated as the number of people with whom questionnaires are completed divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable. All the respondents who accessed the questionnaire agreed to the consent and completed the questionnaire, giving a proportion of 100%. According to Mugenda (2009), a response rate of 50% and above is considered adequate, and data can be analyzed accordingly. The response is as shown in the table below.

Table 4.1. Response Rate

Number of respondents who accessed the questionnaire	Number of respondents who completed the questionnaire	Response rate (%)
75	75	100

Source: Field Data (2022)

4.2.2. Declaration of consent

This question sought to ensure that the respondent had carefully read and understood the purpose of the questionnaire and would like to participate willingly. Out of the 75 respondents, all of them agreed to the consent, representing 100%, as shown in the figure below.

Figure 4.1. Declaration of consent

4.2.3. Demographic Data of Respondents

The demographic data gathered about the respondents for the purpose of this study includes, gender, age, relationship status, job category, academic qualification, and years of employment with Newmont. Findings about the results of these variables have been presented in the context within which the study was conducted.

4.2.3.1. Distribution of Respondents by gender

Respondents were asked to indicate their gender for the purpose of this study. Out of the 75 respondents, males constituted 39 representing 52% and 36 females representing 48%. None of the respondents selected another option. This really shows that the organization meets the requirement for gender parity. For the research, there is likely to be a balanced opinion on the matters being asked as there are enough of each gender. The figure below shows a graphic representation of the responses.
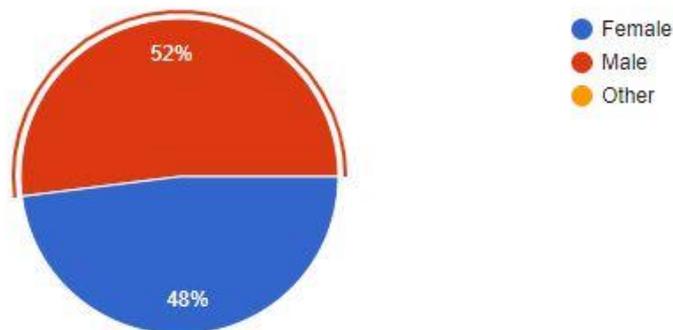
Figure 4.2. Distribution of Respondents by gender

4.2.3.2. Distribution of Respondents by age

Statistics on ages of respondents indicated that majority of the respondents representing 48% (36 respondents) were in the age group 26 – 40. 32 of the total respondents representing 42.7% fell under the age ground under 25 and 6 of the respondents representing 8% were also in the age group 40 – 50. Only 1 respondent representing 1.3% was in the above 50 age group. The figure below shows the graphical representation of the distribution.
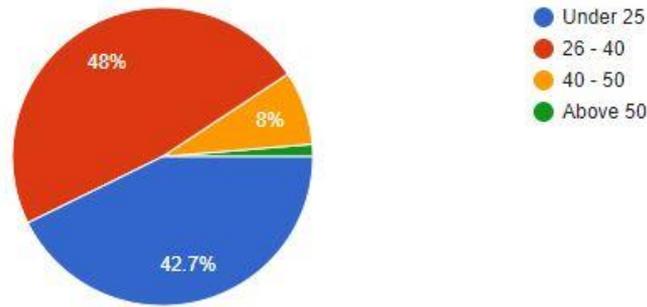
Figure 4.3. Distribution of Respondents by age

4.2.3.3. Distribution of Respondents by Marital status

The respondents were again asked to indicate their marital status on the questionnaire. The results showed that 41 of the respondents, representing 54.7% were single and 31 of them representing 41.3% were married. 2 of them representing 2.7% of the respondents were divorced, and 1 of them, representing 1.3%, was widowed. The graphical representation has been shown in the figure below.
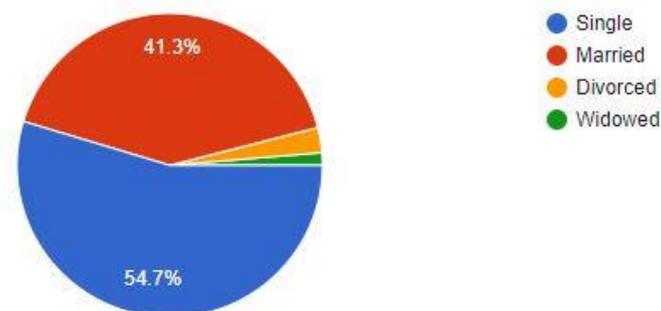
Figure 4.4. Distribution of Respondents by Marital status

4.2.3.4. Distribution of respondents by Job category

The respondents were asked to indicate their job category under the new employment model designed by the company for 2022. 45 of the respondents, representing 60% were either maintainers or operators and 20 of them representing 26.7% were professionals. 10 of the

respondents representing 13.3% were also in the management job category, as shown in the figure below.

Legend:
- Maintainer/ Operator
- Professional
- Management
- Other

26.7%
13.3%
60%
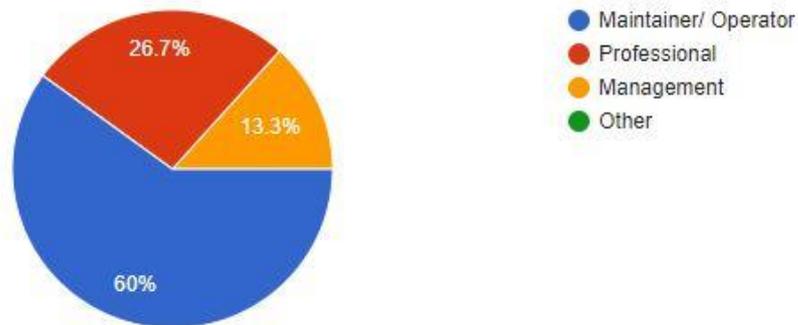
Figure 4.5. Distribution of respondents by Job category

4.2.3.5. Highest academic qualification of respondents

Out of the total respondents, 25 of them, representing 33.3% have attained their bachelor's degree while 27 of them representing 36% have a higher national diploma (HND). 9 respondents representing 13% have attained diploma degree and 7 of them representing 9.3% have their master's degree. 6 of the respondents also have only SSCE/ WASSCE academic qualifications, and only 1 of the respondents has attained doctorate degree (Ph.D.). The results have been presented in the figure below.
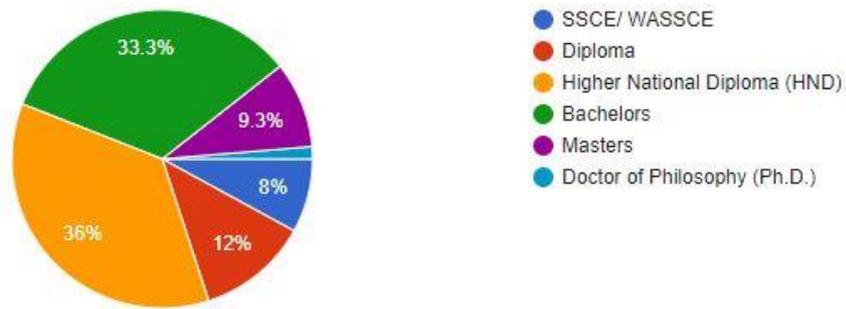
Figure 4.6. Highest academic qualification of respondents

4.2.3.6. Years of experience with Newmont

To learn more about the backgrounds of the respondents, respondents were asked to indicate their years of professional experience with Newmont Golden Ridge Limited. Out of the 75 respondents, 34 respondents representing 45.3% have been with the organization for less than 2 years and also for 2 – 5 years category each. 5 of the respondents, representing 6.5% have also been with the organization for 5 – 10 years and 2 respondents, representing 2.7% have been with the organization for more than 10 years, as shown in the figure below.

Figure 4.7. Years of experience with Newmont

4.2.4. How the Respondents feel at work

This part of the questionnaire was intended to gather data on how the respondents generally feel at work. It focused on the employee's engagement with managers, how their work is been recognized, their work-life balance, and how transparent their leadership is.

4.2.4.1. How happy respondents feel at work

Generally, this sought to gather data on how happy respondents feel executing their works. Out of the total respondents for this study, 40 of them, representing 53.3% strongly agreed that they feel very happy at work, and 32 representing 42.7% agreed that they also feel happy at work. 3 of the respondents representing 4% also disagreed that they feel happy at work.

4.2.4.2. How respondents are valued at work

For the purpose of this study, there was a need to gather data on how respondents are generally valued at work. 58.7% representing 44 out of the total respondents strongly agreed that they feel valued at work. 28 representing 37.3% also agreed while 4% representing 3 out of the total respondents also disagreed that they feel valued at work.

4.2.4.3. Level of recognition respondents receive from their managers

According to the data gathered, most of the respondents receive recognition from their managers as 41 representing 54.7% and 31 representing 41.3% strongly agreed and agreed respectively. 2.7% representing 2 of the total respondents also disagreed to this question and 1 respondent representing 1.3% neither agreed nor disagreed.

4.2.4.4. Distribution of transparency of management

The responses show indicates that there is high transparency as 38 respondents representing 50.7% strongly agreed and 32 respondents representing 42.7% agreed. 3 respondents representing 4% also disagreed and 2 respondents representing 2.7% neither agreed nor disagreed.

4.2.5. Knowledge on bias at the workplace

For the purpose of this study, the researcher sought to gather data on the organization's general knowledge on bias. It includes their understanding of bias, how easily they can identify a biased environment or situation, either they are biased in their executions, how they are treated at the workplace, and how biased environment can affect their productivity.

4.2.5.1. Distribution of respondents' understanding of bias

For the purpose of this study, there is a need to assess respondents' general knowledge on bias. The responses gathered from the questionnaire shows that the respondents really understand the meaning of bias. Out of the total respondents, 44 of them representing 58.7% strongly agreed and 31 representing 41.3% agreed.

4.2.5.2. How respondents can identify biased environment and situation

Clearly responding that the respondents understand the meaning of bias, the researcher intended to know if the respondents can also identify biased environment or situations at the workplace. Out of the total respondents, 40 of them representing 53.3% and 33 of them representing 44% strongly agreed and agreed respectively. Although all the respondents understand bias, 1 of them representing 1.3% strongly disagreed and another 1 representing 1.3% neither agreed nor disagreed.

4.2.5.3. How biased respondents are in their executions at the workplace

To know if the respondents are biased in their executions or not, the researcher gathered data on their actions towards bias at the workplace. In the response, 25 of them representing 33.3% and 22 of them representing 29.3% strongly agreed and agreed to the question respectively. Again, 18 of them representing 24% strongly disagreed while 9 of them representing 12% disagreed. Only 1 respondent representing 1.3% neither agreed nor disagreed.

4.2.5.4. How biased environment can affect employee productivity

The researcher wanted to gather data on how a biased environment or situation can affect productivity. From the total response, 43 of them representing 57.3% strongly agreed that a

biased environment can affect employee productivity while 28 of them representing 37.3% agreed to the question. 2 of the respondents representing 2.7% strongly disagreed that biased environment can affect productivity and another 2 representing 2.7% also disagreed.

4.2.5.5. How everyone is treated at the workplace
The researcher sought to gather data on how everyone is treated with respect and dignity at the workplace. Out of the 75 respondents, 36 of them representing 48% strongly agreed that they are treated with respect and dignity while 33 representing 44% also agreed. 1 respondent representing 1.3% and 2 respondents representing 2.7% strongly disagreed and disagreed respectively. 3 of the respondents representing 4% neither agreed nor disagreed to the question.

4.2.6. Knowledge on breaking the bias at the workplace
For the purpose of this study and to gather enough data to measure the objectives, the researcher gathered data on the respondents' general knowledge on breaking the bias at the workplace. The questions revolved around the purpose of breaking the bias, how bias is been fought, celebration of achievements, and other factors to measure the reduction of bias.

4.2.6.1. Respondents' knowledge on the purpose of breaking the bias
The responses gathered for this question indicates that all the respondents really understand the purpose of breaking the bias mantra as championed in 2022. 48 of the respondents representing 64% strongly agreed that they understand while 27 respondents representing 36% agreed.

4.2.6.2. How respondents challenge stereotypes and fight bias
Although the responses clearly indicate that the respondents understand the meaning of breaking the bias, the researcher went ahead to know if they challenge stereotypes and fight bias at the workplace. 47 of the respondents representing 62.7% strongly agreed that they do while 25 of them representing 33.3% just agreed. 1 respondent representing 1.3% strongly

disagreed, 1 respondent representing 1.3% also disagreed, and another 1 respondent representing 1.3% neither agreed nor disagreed.

4.2.6.3. How respondents support the celebration of every group's achievement

This question sought to help the researcher to know how the respondents support the celebration of every group's achievement at the workplace. 45 respondents representing 60.8% strongly agreed that they support the celebration of every group's achievement while 27 representing 36.5% also agreed. Only 2 respondents representing 2.7% strongly disagreed to show that they don't support the celebration of every group's achievement at the workplace.

4.2.6.4. How bias has been reduced after the breaking the bias agenda

Breaking the bias agenda had been introduced for some time and for the purpose of this study, the researcher sought to gather data on how bias at the workplace has been reduced after the introduction of breaking the bias mantra. Out of the total responses, 19 respondents representing 25.3% indicated that they strongly agree that bias at the workplace has reduced while17 respondents representing 22.7% only agreed. 16 respondents representing 21.3% also disagreed while 15 of the respondents representing 20% strongly disagreed. 8 of the respondents also neither agreed nor disagreed that bias at the workplace has reduced after the introduction of breaking the bias agenda at the workplace.

4.2.6.5. Pay gap and other benefits should be depended on gender and family background

Although majority of the respondents have understanding on bias and breaking the bias generally, the researcher sought to gather data on whether pay gap and other benefits should be dependent on gender and family background. Majority of the respondents didn't go in favor of this question as 34 respondents representing 45.3% strongly disagreed while 16 of them representing 21.3% disagreed. 17.3% representing 13 respondents and 11 respondents representing 14.7% strongly agreed and agreed respectively to the question. Only 1 respondent representing 1.3% neither agreed nor disagreed to the question.

4.2.6.6. Challenges associated with breaking the bias

The researcher decided to know if there are some challenges associated with the breaking the bias at the workplace. The responses clearly indicate that there are many challenges associated with it. Out of the total responses, 42 respondents representing 56% agreed while 28 respondents representing 37.3% strongly agreed. 2 respondents representing 2.7% strongly disagreed while 3 respondents representing 4% neither agreed nor disagreed that there are some challenges associated with breaking the bias at the workplace.

4.2.7. Motivational support employees perceive to receive at work

For every organization, there is a need to provide adequate support and inspiration to the entire team for greater satisfaction, improved performance, and also increased consistency for the employees to focus on their respective tasks and deliver them accurately on time (Indeed, 2021) . For the purpose of this study, the researcher decided to gather data on the motivational support the employees perceive to receive at work and how that is influenced by a biased or unbiased environment. Again, this sought to measure the direct link between employee motivation and productivity at the workplace. The questions revolve around how their works are been recognized by their managers, how their managers support them in driving accountability, the motivational support they receive and either an unbiased environment is an impediment to employee motivation.

4.2.7.1. How the work of respondents is recognized by managers

The responses gathered from the participants indicates that majority of them receive recognition from their managers. 37 of the respondents representing 49.3% strongly agreed to this question whiles 35 of them representing 46.7% agreed. 1 respondent also representing 1.3% strongly disagreed and 2 respondents representing 2.7% of the total disagreed that their works are been recognized by their managers.

4.2.7.2. How managers empathize with respondents to drive accountability

Managers need to empathize with their employees to drive accountability so that the business can reach paradise (Batista, 2019). The responses gathered showed that 38 respondents representing 50.7% strongly agreed and 33 of them representing 44% agreed that their managers empathize with them to drive accountability. 2 respondents representing 2.7% also disagreed while 2 other respondents representing 2.7% neither agreed nor disagreed.

4.2.7.3. How managers show sincere interest in respondents' career goals

Out of the total respondents, 34 of them representing 45.3% and 36 of them representing 48% strongly agreed and agreed that their managers show sincere interest in their career goals respectively. 2 respondents representing 2.7% also disagreed and 3 of them representing 4% neither agreed nor disagreed.

4.2.7.4. How managers entrust the respondents with high level of responsibility

The responses gathered also shows that the managers entrust their employees with a high level of responsibility. Out of the total, 37 respondents representing 49.3% strongly agreed to the question while 35 respondents representing 46.7% also agreed. 1 respondent representing 1.3% also strongly disagreed and 2 of them representing 2.7% also disagreed.

4.2.7.5. How respondents receive motivational support from their managers

34 respondents representing 45.9% strongly agreed that they receive motivational support from their managers while 32 respondents representing 43.2% also agreed. 3 respondents representing 4.1% disagreed and 5 of them representing 6.8% neither agreed nor disagreed.

4.2.7.6. Distribution to know if breaking the bias is impediment to employee motivation

For the purpose of this study, the researcher decided to gather data on how the respondents understand the breaking the bias mantra and also know if they believe that breaking the bias is impediment to employee motivation. Out of the 75 respondents, only 13 of them representing 17.8% strongly agreed that it is an impediment to employee motivation while 9 respondents

representing 12.3% agreed. 31 respondents representing 42.5% strongly disagreed to the statement and 20 of them also representing 27.4% totally disagreed.

4.2.8. Level of productivity at the workplace

Measuring how efficient a person can be at the organization can also help in identifying a biased or an unbiased environment (Berger, 2018). This sought to know whether the roles assigned to the respondents are meaningful and they always achieve their objectives at the workplace. It also gathered data on how they are motivated when executing their roles and either they get performance appraisal after executing their roles.

4.2.8.1. Distribution to determine either the roles assigned to the respondents are meaningful

The response gathered showed that the roles which have been assigned to the respondents are meaningful. Out of the 75 respondents, 41 of them representing 56.2% strongly agreed and 32 respondents representing 43.8% also agreed.

4.2.8.2. Distribution to determine if respondents achieve their objectives at the workplace

The responses gathered also showed that the respondents always achieve their objectives at the workplace. 40 of them representing 54.8% strongly agreed and 33 of them representing 45.2% agreed to the statement.

4.2.8.3. Distribution to know if respondents work effectively when motivated

From the responses received from the respondents, 40 of them representing 54.8% strongly agreed that they work effectively when they are been motivated while 33 of them representing 45.2% also agreed.

4.2.8.4. Distribution to know if respondents get performance appraisal after executing major tasks

Out of the 75 responses received, majority of them representing 50.7% (37 respondents) agreed that they get performance appraisal after executing major tasks. 34 respondents representing 46.6% also agreed to it and 2 respondents representing 2.7% totally disagreed.

4.2.8.5. Distribution to determine if Managers care about the professional growth of respondents

The researcher sought to gather data to know if the managers care about the professional growth of some employees more than the other. 27 respondents (37.5%) representing majority of them strongly agreed that their managers do while 25 of them representing 34.7% also agreed. 6 respondents representing 8.3% strongly disagreed to the statement. Another 6 respondents representing 8.3% also disagreed while 8 of them representing 11.1% neither agreed nor disagreed.

4.2.8.6. Distribution to know if breaking the bias is impediment to productivity

For the purpose of this study, the researcher needed to know if the respondents believe that breaking the bias is impediment to productivity. 15 respondents representing 20.5% strongly agreed to the statement while 8 of them representing 11% agreed. Majority of the respondents representing 43.8% (32 respondents) strongly disagreed and 17 of them representing 23.3% also disagreed. Only 1 respondent representing 1.4% neither agreed nor agreed that breaking the bias is impediment to productivity.

4.3. Limitation of the study

This study faced a slight significant limitation. Due to the working conditions of the maintainers and operators, their responses were very low because they don't have access to their mobile devices at the workplace and a few of them who volunteered to complete the questionnaire were those who exited the workplace during their break hours and those who were off duties. This led to the low response rate.

4.4. Chapter Summary

This chapter has presented the research findings based on the data collected from the employees. The data was analyzed and there was a chart used to present the findings with each response also analyzed and interpreted individually. The interpretation of the data gathered is the exact reflection of the views of the employees. The chapter also gives a summary of a brief limitation the researcher faced during the data collection.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS

5.1. Introduction

This chapter seeks to outline the summary of the research findings, present recommendations on how to identify biased situation, examine the effect of breaking the bias on employee motivation, and how productivity can be influenced by employee motivation at Newmont Golden Ridge Limited, Ahafo mine site. This is as guided by the research findings as discussed in the chapter four. The findings are based on the responses gathered from the responses gathered from the employees. For the purpose of this study, the chapter concludes with emphasizing more on the findings as per the research objectives.

5.2. Summary of findings

The response rate for this study was excellent. Although some of the employees couldn't access the forms because of their unavailability at work, those who could started, completed, and submitted them. As mentioned in the study analysis, the high rate means that the study findings are representative of the study population and, as such, valid. All the respondents also agreed to the consent and participated willingly.

The mining sector, which was considered for this study, is known to be a male-dominated field because of how hard the working activities are believed to be. But the responses gathered showed that there is now gender parity, which also reveals that such a form of gender bias has been broken. 48% of the respondents were female, and 52% of the total respondents were also male. This reflects how the organization is championing gender equality and breaking the bias agenda. All the working ages which were considered in this study were presented by the sample population, with the majority of them being in the age group of 26 – 40 representing 48% and the least in the above 50 age group, representing 1.3%. This shows that there is no bias towards any of the age groups therefore making the responses valid. Majority of the respondents are

also married and single with the least having been divorced or widowed. The responses also reflect views from all marital statuses. There are various job categories in the organization with majority of them being maintainers or operators. The responses gathered have input from all the job categories with the maintainers and operators representing 60% of the total. This also reveals that the data gathered is valid. The employees are also educated with all levels of education from the secondary cycle to doctor of philosophy (Ph.D.) being represented. This also shows that the employees have a high level of skills among the working population. Due to the high level of education, it is expected that the employees will have more knowledge about bias, how to break the bias, and how they can influence employee motivation and productivity. However, there are other factors to be considered other than education. But the skills gained through the education improve productivity. The organization has also been in operation for 16 years, and the respondents represent members from each year of experience category. Majority of them has worked for less than 2 years and 2 – 5 years representing 45.3% each. There were responses from each of the groups, and this clearly indicates that the responses are valid.

For the purpose of this study, how the respondents feel at work is very important, as it will help the researcher know if they are in a biased environment and how that is affecting their motivation to be productive. The responses showed that the employees feel very happy at work and that their work is also valued. No work is worth doing in an unhappy way, so this clearly shows that a happy environment is a key to motivating employees to be productive. The employees also receive very high recognition from their managers. Getting their work noticed and acknowledged by managers also motivates the employees, thereby making them productive. The employees are also confident that the management is transparent and they are not biased in their executions and for all the colleagues, they treat other with respect and dignity.

In order to validate the studies, the researcher sought to gather data on the employee's knowledge of bias. The employees have full knowledge of the situation and can also identify a biased environment and situation easily. The employees know more about bias and can identify biased situation or environment, the majority of them are still biased in their executions. Yet, they still know that being biased in their executions can still affect productivity.

Breaking the bias is an important agenda adopted in the various organizations to create a safe working environment for all groups and also enhance productivity. As per the data gathered from the respondents about their knowledge of breaking the bias, it revealed that all of them know the purpose of that mantra, but some do not challenge stereotypes and fight bias at the workplace. The majority of them also support the celebration of every group's achievement, with a few being biased towards that. Shockingly, with the respondent's knowledge of breaking the bias, the majority of the respondents agreed that the pay gap should be dependent on gender and family background. This also reviewed that there are many challenges associated with the breaking the bias mantra as more than 56% of the respondents and 37.3% agreed and strongly agreed to the question respectively.

The researcher also gathered data on the motivational support the employees perceive to receive at work. This was purposefully to help the researcher know if there is a biased situation affecting the motivation of the employees. From the data, majority of respondents representing 96% agreed that they are been recognized by their managers. About 2.7% did not know whether they had been recognized or not. They agreed that their managers empathize with them to drive accountability, and their managers also show sincere interest in their career goals. The responses revealed that the managers entrusted their respondents with a high level of responsibilities and they receive motivational support from their managers. Majority of the respondents representing 69.9% disagreed that breaking the bias is an impediment to employee motivation.

The research went ahead to gather data on the level of productivity at the workplace and how a biased situation and employee motivation can influence it. All the respondents agreed that the roles assigned to them are meaningful and they always achieve their objectives. They also agreed that they work effectively when they are motivated and get performance appraisals after executing major tasks. For the professional growth of the employees, the majority of them, representing 72.2% agreed that their managers care about their growth with 11.1% having no option, thus neither agreeing nor disagreeing. Majority of the respondents representing 67.1% also believes that breaking the bias is not an impediment to productivity thereby strongly disagreeing to the question.

5.3. Recommendations

The researcher has to provide a clerical insight into how the "breaking the bias" mantra can influence both employee motivation and productivity at the workplace. From the study, many recommendations can be made. Due to the busy nature of the study area and the working conditions, it is advisable to spend more days collecting the data. Using about 30 days to gather the data will also increase the sample size.

There should also be more education on the advantages and disadvantages of both biased and unbiased environments and how they can affect productivity. Education is one surest way to achieve the goals of the "breaking the bias" mantra.

The research could also use another means to determine the proportions and frequencies of the variables. A correlation test can be used to draw conclusions about the population from the sample and the statistical package for social scientists (SPSS). This can really support the data analysis.

5.4. Conclusion

From the above discussion, the study concludes by saying that there has been a rapid change at Newmont Golden Ridge Limited and other organizations after the introduction of the "breaking the bias mantra." The mining and other heavy metal industries were known to be places for men, but these studies have revealed the recent gender parity in those industries. Although there are some forms of bias that exist in the workplace, the entire workforce is working to create an unbiased environment. This also comes from the high level of education of the employees. Due to their knowledge of bias, they understand the effect it could have on them and others, hence defending the mantra towards breaking the bias at the workplace.

The study also revealed that a biased or unbiased environment can influence employee motivation, which can also affect productivity. A biased situation can cause the employees to feel that they are not even connected to the vision organization. The study showed that the employees are really connected to the vision of the organization. The majority of them feel very happy and valued, and their tasks are recognized and praised at the workplace. They also receive motivational support from their leadership, and this is because the working environment is unbiased. Had it not been that, a very few would have been receiving these benefits and supports. This showed how motivated they are at all times, although very few of them feel otherwise.

Leadership influences motivation and tends to also affect productivity. Because the organization has an unbiased environment and the employees are motivated, the study revealed that they always achieve their objectives at the workplace. The managers are unbiased in caring for the professional growth of the employees, hence, becoming very productive at all times.

This study shows that breaking the bias has a huge impact on employee motivation and productivity at every organization.

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