

UNIVERSITY OF CAPE COAST

SEXUAL HARASSMENT AND EMPLOYEES' PERFORMANCE AT THE  
ST. GREGORY CATHOLIC HOSPITAL



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UNIVERSITY OF CAPE COAST

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ST. GREGORY HOSPITAL



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Business, College of Humanities and Legal Studies, University of Cape Coast  
in partial fulfillment of the requirements for the award of Master of Business  
Administration degree in General Management

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## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:..... Date:.....

Name: Linda Larbi

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:..... Date:.....

Name: Dr. Aborampah Amoah-Mensah

## ABSTRACT

This study sought to examine the influence of sexual harassment on employee's performance at the St. Gregory Hospital in the central region of Ghana. The study employed structured questionnaire to collect primary data from all the employees of St. Gregory Catholic hospital for the analyses. The quantitative method was used to achieve the objectives of the study. The Statistical Package for Social Sciences (SPSS) was used in the data processing. The Cronbach's alpha values obtained for all variables fall within the threshold, suggesting that all the variables used in the study have relatively high internal consistency. The data was analyzed using multiple regression analysis. It was found that sexual harassment have a significance negative influence on employees' performance. It was also found that sexual harassment positively influence absenteeism, employees to commit more mistakes and affect employees to work slowly. It is recommended that Ministry of health should issue specific policy prohibiting sexual harassment in health institutions. In addition, management of health institutions should focus on sexual harassment education programmes on empowerment of employees to enable them to be bold to report cases of sexual harassment.

## KEY WORDS

Employees' Performance

Employees' Performance Indicators

Sexual Harassment

St. Gregory Catholic Hospital

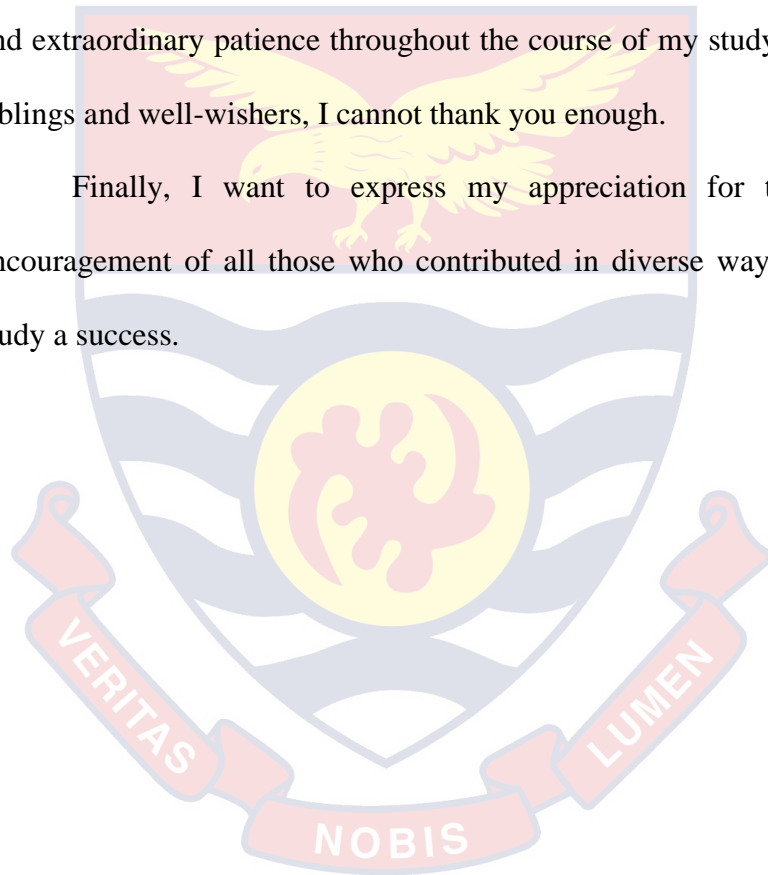


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**DEDICATION**  
To my lovely family



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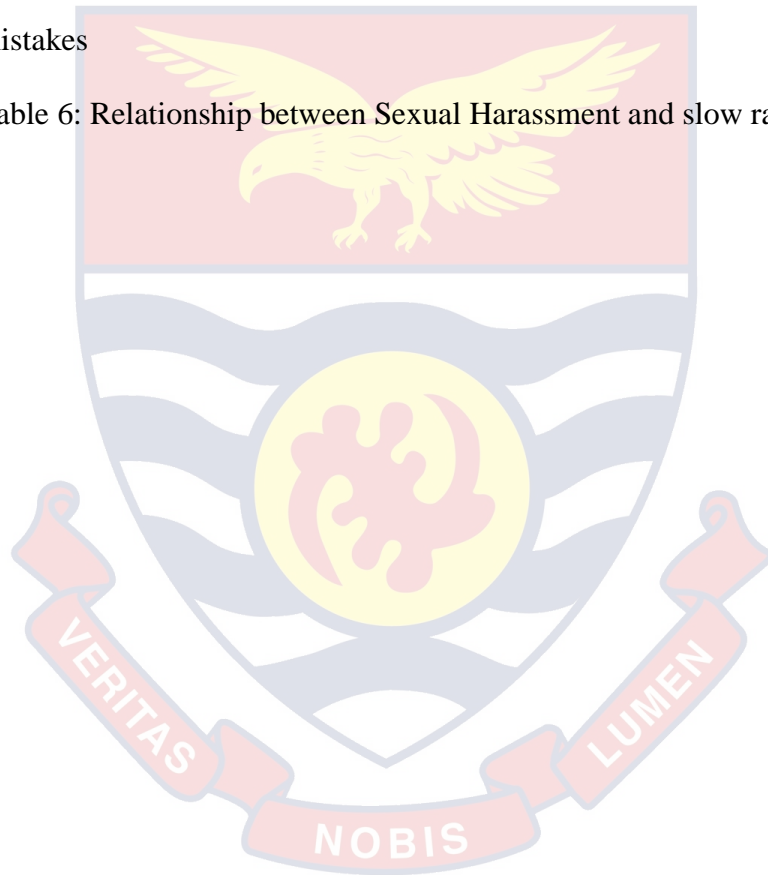


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## CHAPTER ONE

### INTRODUCTION

This chapter stage presents the background to the study as well as description of the statement of the problem. Other sections that are contained in this chapter include the main and specific purposes of the study, research questions, significance of the study, delimitations, limitations as well as a description of how the study is generally organized.

#### Background to the Study

The performance of employees in the workplace has been a key area of concern to the management of an organization in recent years. In every organization, the performance of its employees plays a significant roles in its growth and development (Luthans, Norman, Avolio & Avey, 2008; Rajhans, 2012). Clearly, the contributions of employees towards growth and development of an organization can never be overemphasized. The performance of employees constitutes the financial or non-financial product of the employee that has a direct effect on organizational performance and its sustainability (Anitha, 2014). Indeed, the success of any organization hinges on the performance of its employees. As a result, it is of utmost importance for an organization to engage, maintain and develop employees as a crucial strategy for the attainments of organizational goals and objectives.

A lot of factors influenced employees' performance. According to Griffin (2005), the performance of an employee hinges on motivation, work environment and ability to do work. Of all these motivating factors, the environment at the workplace greatly influences employee's performance (Osabiya, 2015). Boles, Pelletier and Lynch (2004) asserted that the

performance of employees will improve when employees have the desire, physically and emotionally to work. Employees normally feel de-motivated to work if the workplace environment is not conducive for them. Nanzushi, (2015) further indicated that a congenial environment at the workplace can also lead to low absenteeism and a slow rate of committing errors at work. Thereby enhancing their performance in the recent competitive and dynamic business world.

Even though not a modern phenomenon several organizations environment is battling with sexual harassment (Jex & Britt, 2014). Powell (2011) posited that no organization is free from the sexual from sexual harassment and the fertile breeding ground is the workplace environment. Sexual harassment according to Aquinas (2007) harassment incorporates undesirable touching, pressing, standing or sitting as well close with the intentional of brushing against someone else's body. Coercing sexual intercut and attack, obstructing or ruining development, unseemly contact with an individual or a person's clothing, kissing, embracing, tapping and stroking are the other forms of Physical sexual harassment can take shape.

Sexual harassment at the workplace has resulted in increasing rates of employees' withdrawal, high turnover intentions, a higher rate of absenteeism (Avina, Bowers & O'Donohue, 2004; O'Connell & Korabik, 2000). Dionisi, Barling, Dupré (2012) also indicated that employees' performance begins to fall as they experience sexual harassment in the workplace. A recent Deloitte report revealed a \$2.62 billion declined in employees' productivity that due to sexual harassment at workplace. Employees feel less motivated to work and lack of proper concentration on their work as a result of sexual innuendos. Similarly,

workers experiencing sexual are inclined to work-related stress and may encounter various unpredictable stressors, which unfavorably impact work demeanor and performance as indicated by the study of Mukosi, Nyasha and Faith (2015).

In Ghana, sexual harassment is not regarded by many people as a serious affair that undermines right of individuals despite the legal provisions on sexual harassment (Adu-Gyamfi, 2014). Hence issues concerning sexual harassment are not openly discussed and considered trivial. The Labour Act, (2003), Domestic Violence Act, (2007) and the 1992 Constitution specify the provisions on sexual harassment in Ghana. Bortei-Doku (2004) argues that sexual harassment cases are confused with courting or playful flirting notwithstanding the legal provisions in Ghana. In some cases, victims of sexual harassment feel reluctant to formally report their encounters to management for change (Buchanan, Settles, Hall & O'Connor, 2014).

Due to the social disgrace joined to harassment cases, fear of the results of reporting, high numbness of human rights among employees, amateurish and cruel way in which complaints affect the decision of victims to report cases of several harassment at workplace. Andoh (2001) indicates that absence of laid down procedures for reporting cases of sexual harassments at the workplace also affects victim's decision to report sexual harassment cases. Moreover, as a result of the menace of the unemployment rate, employees particularly women are regularly confronted with sexual harassment in order to secure and keep up their work status. Hence failure on the part of victims to report cases of sexual harassment. Hence, the need to examine the effects of sexual harassment on employee's performance at St. Gregory Catholic Hospital.



## Statement of the Problem

Sexual harassment has become a prevalent problem worldwide with 94% of women have been a victim of sexual harassment in Hollywood (Sleiter, 2019). Smart (2007) revealed that 44% of women and 19% of men report cases of sexual harassment in most organizations. Andoh (2001) noted that about 74% of female workers as well as 42% of male workers suffer from sexual harassment in various workplace. Cammaert (1985) indicated that the lifetime incidence rate of sexual harassment ranges from about 28% to 75%. The median percentage of people who have been a victim of sexual harassment at a few point in their working career is 44% (Gruber, 1990). These gauges bolster the conviction that the issue of sexual harassment is broad.

In Ghana, workers across industries experience sexual harassment that is so serious and unavoidable that it constitutes an unfriendly work environment thereby causing poor worker contributions and performances (Andoh, 2001; Bortei-Doku, 2004). Within the Ghana health sector, workers regularly work long hours with rotating top and slack times which include night and indeed occasion shifts. The line between suitable and unseemly nature may be crossed more effortlessly than in an office setting during such working conditions (Eller, 1990). These challenges threaten the psychological life of employees and as a result, they endure from trouble, refusal, disposition swings, discouragement, fear, uneasiness, self-doubt, peevishness feeling of separation, outrage, sentiments of insinuation, misfortune of center, re-living of issues in one's head, eagerness and vulnerability over the longer term. This decreases employee's resolve thus they don't give out their best in the event that they are irritated which diminishes their execution because of their enthusiastic state.



The predominance of sexual harassment has been explored to a few degree. For instance, in the educational institution in Ghana, Apaak and Sarpong (2015) have examined the phenomenon of sexual harassment in the educational institution in Ghana. They revealed a relatively high rate of sexual harassment cases in Ghana university athletes. Ineson and Whiting (2013) examine sexual discrimination and sexual harassment in the hospitality industry. In the mining industry, Bailey-Kruger (2012) and Botha (2016) investigated whether women in the mining industry are exploited and sexually harassed. Okongwu (2017), Souter, Savery and Dufty (1987), Nauman and Abbasi (2014) also examined sexual harassment in the banking sector. However, studies on sexual harassment in the health sector remain scanty. As a result, this current study aims to examine the influence of sexual harassment on performance in relation to employees in St. Gregory Catholic Hospital.

### **Purpose of the study**

The main purpose of this study is to examine the influence of sexual harassment on employees' performance at the St. Gregory hospital in the central region.

### **Research Objectives**

To achieve the purpose of the study, the following specific objectives underpinned the study. To:

1. Examine the influence of sexual harassment on employees' performance.
2. Investigate the relationship between sexual harassment and absenteeism.

3. Investigate the relationship between sexual harassment and committing mistakes.
4. Investigate the relationship between sexual harassment and slow rate of working.

### **Research Hypotheses**

The following hypotheses were validated:

1.  $H_1$  = sexual harassment positively influences employees' performance.
2.  $H_2$  = sexual harassment positively influences absenteeism.
3.  $H_3$  = sexual harassment influences employees to commit more mistakes.
4.  $H_4$  = sexual harassment affect employees to work slowly.

### **Significance of the Study**

It is anticipated that the result of the study will merit policy creators as well as corporate Ghana workers. Hence, this study raises concern and mindfulness that will empower organizations and policymakers in Ghana to form a secure workplace environment to protect workers. It will also serve as a source of reference material for future researchers in the field of sexual harassment. The anticipated results and discoveries might be utilized to encourage the assessment prepare of sexual harassment; thus, markers have to be created in connection to men and ladies at work

### **Delimitations**

The study covered employees in St. Gregory Catholic Hospital. The research was limited to only issues of sexual harassment and employee performance in the selected institution. The institutions and employees were conveniently selected for an in-depth interview in order to enrich the study.

### **Limitations**

The major limitation in carrying out this study was its inability to include more organizations. This study constitutes the case focusing on the health sector. A broader-based analysis study could have been made by including several institutions across all sectors. Other obstacles encountered by the researcher include non-cooperation by a few of the respondents focused on for fear that they will be victimized which the information obtained may well be utilized for other purposes other than the extend, consequently not coming to the focused on targeted sample size. In any case, the researcher guaranteed the respondents of restrictive measures that the discoveries would be agreed and utilized as it were for scholarly purposes.

### **Organization of the Study**

This study is organized into five chapters. Chapter One of the study discusses the background to the study, statement of the problem, research objectives, research questions, significance of the study, methodology of the study, scope of the study, and organization of the study. Chapter Two discusses the relevant literature on sexual harassment and how the ideas in the related studies relate to the study in general. Chapter Three addresses the most suitable research methods for the study. Chapter Four presents data analysis, findings and discussions. Finally, Chapter Five presents a summary of findings, conclusions, and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### **Introduction**

This chapter focuses on a review of literature related to the study. Both conceptual and empirical issues related to the study are reviewed in this chapter. Whereas the conceptual review dealt with notions, ideas and perceptions of scholars relevant to the study, the empirical review was done to affirm or refute the findings of other studies when making comparisons. The chapter also presents the conceptual framework of the study.

#### **Theoretical Framework**

This study was based on the four-factor model.

#### **Four-Factor Model**

The four-factor model is grounded on Finkelhor and Hotaling's (1984) four-precondition model of sexual abuse. It is centered on the postulation that the circumstances associated to sexual harassment can be classified into four preconditions which should be arrived at for harassment to happen: the motive of the harasser; the capability to conquer inner prohibitions that perform to stop the offender from performing on his motives; the chance to conquer hindrances in the outside surrounding and the chance or capability to conquer opposition by the probable victim.

The first precondition looks the motive to sexually harass. Sexual harassment may be inspired by various circumstances, consisting of the urge for authority and influence or sexual attraction towards a woman. Sexual harassment may also occur from the indecision which lives with males and

females presently getting into unused working connections (Lim, Cortina, & Magley, 2008). Despite few are aware of the main motives for sexual harassment, investigators have recommended that these may be what influence males to sexually harassed females: unordinary control needs, degenerate sexual excitement, sexist convictions, ill-disposed sex part convictions, and outrage toward ladies. Casualty sympathy preparing, clarification of the ethical misleading quality of the activity (Carich & Calder, 2003) and changing harassment myths (Nielsen, Matthiesen & Einarsen, 2010) and changing result anticipation may raise inner hindrances.

The second precondition, conquering inner hindrances, is the capability of the probable harasser to conquer any inner hindrances that may avert him from performing on the motive to sexually harass. In societies, individuals are advised to give reverence to the rights and worth of others, hence, would have some hindrances to conquer in trying to take advantage of, belittle, to harm another, as inside the case in sexual badgering. Fear of vindicate, such as harmed judgment or the misfortune of a work, may also perform as an internal prevention. For a few people, such as those with a reserved identity disorder, obstacles against sexually irritating conduct may not indeed exist. Amid a few circumstances, when the irritating conduct is driven by sexual fascination toward a lady and there's no thought process to disparage the lady, this prerequisite may not be vital. In any case, for people who do those hindrances, the only motive is not enough for harassment to happen. The hindrances should be conquered first.

The third precondition, conquering outer hindrances, looks at the specific circumstances that might help or restrain harassment occurrences.

Outer hindrances and assistants can be at three assorted levels: the socio-cultural setting, the organizational setting, or the prompt work surrounding. One of the situational variables that have been shown to restrain sexual harassment is the availability of precise complain strategy in the company. Research has demonstrated that ladies who are more mindful of the complaint strategy in their working environment are less likely to be sexually harassed (McLaughlin, Uggen & Blackstone, 2012). However, setting such a strategy, and ensuring that employees become aware of it happens to be one easy and simple procedure that may well be embraced in any avoidance mediation (Gold, 2008). (McLaughlin, Uggen and Blackstone (2012) also demonstrated that a “professional” surroundings also performs as an outer hindrance.

Among working women, those whose area is seen as amateurish unveiled experiencing more harassment than ladies who saw their area as more proficient. Unprofessional areas consist those where there was the repeated use of hostile dialect and/or liquor on the work, workers were anticipated to do demeaning works not officially a part of their job, employees involved in disgraceful shows of feeling and/or repeated utilized organization time and incomes for their individual use. It turns out that areas in which such unprofessional behaviour dominant, a common demeanor of disregard toward managers and co-workers may upgrade harassment. This recommends that employers undertake action to avoid sexual harassment by enhancing the professional work area.

This may engage supervisors modelling professional behaviour, and making job activities and outlooks of approved and unapproved behaviour specifically declared with overt disciplinary measures instituted for unapproved



behaviour. A second variant which has been shown to perform as an outer hindrance is unapproved of sexist behaviour in the workplace. In a company in which that behaviour is not accepted, sexual harassment is not likely to happen than in a place in which behaviour is tolerated. It may be that areas that women have not been treated as also having the ability as men, or in which hiring and/or work duty exercises are not graded between women and men, an environment which is more comfortable to the subjection and belittlement of ladies through sexual badgering is made.

To add, although men and women are given equal chances regarding legal rights, activities in the society support the unequal numbers of men and women in various professions and in supervisory or administration functions. This recommends that companies can start to redress those beliefs by giving chances for women that ladies that have customarily been allotted for men.

The fourth precondition, prevailing victim restriction, looks at the matter that the states of mind, practices, and occupational positions of ladies work out a critical function in whether or not they are targets of sexual harassment. It may be that ladies who repel the cliché female obligation that's inert and as a sex question, who is learned around sexual badgering, and/or have high-status positions inside their working place, are less likely to be annoyed than are other ladies. Such ladies may be able to know harassment and to maintain themselves to more productively refute or dodge any annoying conduct. Once more, women's restriction to sexual badgering may be circuitous. Fundamentally of their part of control, or since of the state of mind of individual specialist and impact that they predict, a likely harasser may maintain a strategic distance from such ladies as "targets"

In linking the theory to the study, the four-factor model clarifies and clearly shows how the existence of the four-precondition leads to sexual harassment in the workplace. For instance, suppose sexual harassment happens, then the individual has internal and external inhibitions. Thus, once it happens then this four-precondition are also prevailing in the workplace. Besides, the environment of an organization could also be regarded as facilitating occurrences of sexual harassment.

### **Conceptual Review**

#### **Sexual Harassment**

Sadly, there is no unified, agreed explanation in all contexts. Below, we classify topic from academic and lawful explanations that give an inclusive explanation of sexual harassment. There exist several explanations of sexual harassment. Wolff, Rospenda and Colaneri (2017) explained it as “unwanted sex-related behaviour at work that is considered offensive by the recipient, exceeds its resources or threatens its well-being” Wadkar (2004) defined it as "unsolicited non-reciprocal male behavior that asserts the sex role of a woman over her function as a worker". More recently, McDonald (2012) described sexual harassment as "one of many abusive or counter-productive behaviors in the workplace that have a hierarchical power relationship at their core with an explicitly sexual dimension".

The US Equal Employment Opportunity Commission. (2008) identifies "unwelcome sexual advances as requests for sexual preferences and other verbal or physical harassment of a sexual nature". Many other countries have enacted and enacted legislation prohibiting sexual harassment. Although there are differences in these definitions, they typically include similar ideas of sexually



unwanted and hostile behavior (McDonald, 2012). A number of its risk factors have been identified by research on sexual harassment. Organizations with high differential power (organizations where power is more concentrated than usual at higher levels of the organization) those in industries characterized by traditionally male behaviors and expectations (Chamberlain, Crowley, Tope, & Hodson, 2008) and organizations with a large number of male workers (Willness, Steel, & Lee, 2007) are the most favorable ones.

The climate of the organization towards sexual harassment is also an essential predictor of its happenings. Grossman (2003) classified three essential factors that allow for an environment of sexual harassment: the perception of danger to targets when they complain, the lack of penalties for offenders, and the belief that harassment complaints will not be taken seriously.

### **Ways Sexual Harassment Occurs**

Sexual harassment may happen in three shapes which are verbal, physical and non-verbal harassment. Research by Mukosi, Nyasha and Faith (2015) on sexual harassment showed that visually associated attitudes are the center frame of sexual harassment, taken after by a physical, non-verbal and verbal frame of practices. They advance state that the above shapes of sexual harassment influence the well-being of the casualties. Aquinas (2007) explains that verbal sexual harassment includes making of sexy compliments about attire, sexual desirability, stature or sexual orientation. It comprises of commenting around specific gender qualities, sexual suggestions, sexually related dangers and insulting individual conduct or the body of an individual. It may include inquiring for sexual favours or sexual innuendoes, untrue stories almost a person's individual or sexual life or undermining an individual.

Further, Khan and Mawire (2005) show that verbal sexual harassment is one of predominant kind of harassment harassers like. Physical sexual harassment, Aquinas (2007) hypothesized that physical badgering incorporates uninvited touching, squeezing, standing or sitting closer with the intellect of brushing against somebody else's body. Physical sexual harassment may involve forced sexual intercourse and attack, blocking or stopping movement, dishonorable contact with an individual or a person's clothing, kissing, embracing, tapping and stroking.

Aquinas (2007) farther said that giving a person distinct attention with the reason of their gender results in physical sexual harassment. Most workers had been attended to particularly as a result of their sexual orientation. Non-verbal sexual harassment Aquinas (2007) propounded that non-verbal sexual badgering incorporates provocative or insulting commotions, hostile motions, shrieking, scoffing, appearing unseemly pictures blurbs, drawings, pictures, screensavers, emails or content of a sexual nature. He more distant expressed that disliking motions, facial expressions and emails or writings of sexual nature comes about in non-verbal sexual badgering.

### **Forms of Sexual Harassment**

The categories of sexual harassment varied from culture to culture and from country to country. Hence, sexual harassment can take different forms based on the severity and nature of the harassment (U.S. Department of Education, 2008). The European Commission and the International Labor Organization (ILO), as well as the Office for Civil Rights (OCR) of the United States Department of Education (ED), identify two principal categories of

sexual harassment. These are Quid Pro Quo and Hostile Working Environment Harassment.

### **Quid Pro Quo Sexual Harassment**

This result when job merit such as increment of pay, a promotion, or continuing employment is made conditional on the victim surrender to high request to involve in some form of sexual behaviour. It forces an employee to select in between giving in to sexual demands or loose job merit. People may be victims of quid pro quo sexual harassment when they are requested to do a sex act with an assurance of a promotion at work. They are also victims of quid pro quo harassment when they are requested to do a sex act with the danger of a demotion or job loss if they refuse. Such harassment can also happen in the recruitment and hiring phase if applicants are requested to act sexually to be selected for the jobs. Despite the more exceptional of the two sorts of sexual badgering, quid professional quo is the best to discover (Richman, Rospenda, Nawyn, Flaherty, Fendrich, M., Drum & Johnson, 1999). In this case, victims are challenged with the confusion of giving in to an unwanted sexual request or facing the wrath of losing the merits and ending up being penalized greatly through ways associated with their job.

This type of sexual harassment leads to misuse of power by employers or employees in higher positions because it is committed by someone who wields authority. Quid pro quo harassment may be difficult to locate because it can be profound. Employees are usually unwilling to report it if they are getting an advantage from it. Also, when the employee feels the work is preventing them from losing their job, they have even less incentive to report it.

## Hostile Working Environment

This is concerned with an attitude which makes a working area uninviting and derogatory to the victim. It includes a scope of sexually harassing behaviour like sex-based remarks, disparaging remarks about the sex of the target, insinuations, showing of sexually evocative or precise material. In most cases, this type of harassment is performed by an individual to an individual belonging to another gender. This kind of job surrounding does not only damage work output, but it can also have an intense negative imprint on the mental, emotional, and physical health of employees. Examples of hostile environments related to this sort of badgering incorporate scenarios such as seeing obscene pictures, hearing sexual articulations or jokes, and accepting incidental propels or solicitations to go on sentimental outing (Carr-Ruffino, 1996).

No peril may exist to one's work in this sort of sexual harassment, but the result is adequate to send the casualty to seriously mental weights or strain. An occasion of this sort of sexual badgering is when a male staff part regularly picks on his male colleagues at work but not his female co-workers. Unlike quid pro quo harassment, a hostile work environment does not need any employment merit to be at danger. Since it is not attached to assurance or danger of certain employment actions, this type of sexual harassment is found across all levels of employees. Also, an essential difference with this is that improper behaviour between employees may also make a hostile work environment for other employees who were not the target of the behaviour.

## Causes of Sexual Harassment

Mukosi, Nyasha and Faith (2015) posited that sexual harassment differs from person to person and the job environment foster nearness and barrier which are mostly crossed whereby intensifying the room for sexual harassment. Unavailability of the procedure, Mukosi, Nyasha and Faith (2015) contended that sexual harassment is caused by the need of policy. A few organizations don't have a approach in sexual harassment or don't have clearly characterized arrangements, disciplinary and steps to approach with sexual badgering. In this manner the irritated don't know the ways to report and a few representatives don't know of the concentrated of sexual harassment and its result. On the other hand, a survey was done by Ramsaroop and Parumasur (2007) on the causes and shapes of sexual harassment at South Africa University appeared that word related sex isolation, supervisory relations, levels of interaction, physical make-up and identity are the urgent sources of sexual badgering at the work environment.

Ogunmosunle (2012) saw that sexual harassment happened in the working environment emerging from low job positions and job duties filled by women. Moreover, deducing from the above, women are likely to desire to enhance their position since sex discrimination compels women into lower work status and low-paying jobs sexual harassment enables them to sustain them there. Another cause of sexual harassment is poverty because most victims desire financial or material favour from their superior without the knowledge of being harassed, however the harassers use this chance to request sexual favour from them. Sexual harassment within the work environment can moreover be caused by depending and reckoning on co-workers for back and collaboration,

dependence on predominant officers for career progression and work arrangement, abuse of control by the boss, working environment bullying, destitute administration, work flimsiness, work uncertainty, moo pay bundle, social issue such as separate, moo level of indictment of the guilty party and indecent dressing by ladies within the work environment (Adkins, 1995).

Sexual harassment also has physical and mental impacts, financial impacts, and social impacts which creates problems for both the victims and the companies. The International Labour Organization guideline in 2010 analyzed the problems to consist of the following: Sexual harassment influences the ladies financial self -adequacy, post-traumatic push and clutter, freely irritated by the casualties, debilitating of back arrange from colleagues, misfortune of efficiency, diminished representative resolve, work turnover, misfortune of efficiency and moo financial profile, misfortune of goodwill of the casualty and the organization.

### **Employees' Performance**

Performance has witnessed several definitions in empirical literature. Otokiti (2010) viewed performance as the willingness of an individual to carry out the goals and objectives of an organization. Baiden (2017) regard performance as an organization's capacity to make activity and worthy results. Ajayi (2016) asserted that work output is the highest lookout in the evaluation of companies and it is a difficult makeup which shows the details employed by decision-makers to evaluate the workings of a company. Employee output is an exercise with the capability to put works helped with the company's strategies to help accomplish some goals (Armstrong, 2014). Employee performance is seen as a major multidimensional concept that pays attention to achieving



expected results (Armstrong, 2014). It is strongly associated with the strategic targets of an organization (Paladino, 2011). Paladino (2011) regarded employee's performance as the productivity of an employee as a result of his/her development.

Employees' performance in the workplace has been a key area of concern to the management of an organization in recent years. In every organization, the performance of its employees plays significant role in its growth and development. Clearly, the contributions of employees towards the growth and development of an organization can never be overemphasized. A lot of factors influenced employees' performance. According to Denisi and Griffin (2005), the performance of an employee hinges on motivation, work environment and ability to do work. Employees normally feel de-motivated if the workplace environment is not conducive for them. Employees working in such an environment are dissatisfied and experience stress at work negatively affecting their performance. Sexual harassment has been found to have major implications on an employee's performance.

### **Sexual Harassment and Employees' Performance**

Sexual harassment affects employees' yield as they may be affected candidly, physically, monetarily and socially. Self-blame and guilt is an emotional impact an employee may go through due to sexual harassment. This is usually found among women who always try to blame themselves that it's their mistake. Rudman and Borgida (1995) implied that workers who are irritated endure from distress, refusal, disposition swings, sadness, fear, uneasiness, self-doubt, peevishness feeling of separation, outrage, sentiments of insinuation, misfortune of center, re-living of issues in one's head, fretfulness and instability

over long-standing time. In this regard, it brings down employee's morale, therefore, they do not work to their ultimate when they are harassed which diminishes their yield as well as their execution due to their passionate state. In support, a research carried out by Munson, Hulin and Drasgow (2000) to evaluate impacts of sexual harassment appeared that sexual harassment leads to a mental outcome that's a negative full of feeling disposition and work-related stretch.

In like matter, Stockdale (1996) asserted in his study that people who are sexually irritated are inclined to work related stretch and may experience different irregular stressors, which adversely influence work state of mind and yield. Pellegrini (2001) states that once sexually irritated, casualties endure physical impacts extending from migraines, stress-related afflictions and stomach sicknesses. Besides, Rudman and Borgida (1995) outlined the outcomes of physical negative influencing employees' health and leading to absenteeism. The Social impact incorporates a physical or passionate withdrawal from companions, family and co-workers (Khan & Mawire, 2005). They continued to say that victims encounter complexity in communicating with people around and it prevents them from social gatherings and is unsecured of going to work where the activity happened. Common things that people are afraid of or things that send people's mind to harassments, some people may be far from those who complain since they are unable to engage or unable to feel what she/he is going through and may involve themselves in taking alcohol or drug use/abuse and this, in turn, will affect their output. Maslow's theory of motivation agrees to the truth that human beings do well as their basic needs are satisfied.



Employees are inwardly driven from the characteristics within which control individual's attitude. Employees are energized if they see that their job is fun, intriguing and essential. In any case, Armstrong (2014) posited that sexual harassment builds an antagonistic work zone, stretch, uneasiness and decreases work fulfillment which leads to demotivation. He further stated that sexual badgering casualties endure from a sleeping disorder, discouragement and work-related stretch and this contrarily influence performance of employees. Merkin (2008) reveals in Argentina, Brazil, and Chile on the impacts of sexual badgering brought up that representatives who are sexually irritated have minds to halt working for the company and may absent themselves from work.

Sexual harassment amounts to bad decisions. As long as it is unapproved, the harasser can engage in taking decisions that would not be in the interest of the company but to his/her merit. Such acts can damage the company. The awful choices may be expensive but be that as it may, this is often troublesome to measure. According to Aquinas (2007), damage to bad decisions involves the amounts of recruiting probable employees due to the appearance and to be in line with the needs of the work, rather than abilities and knowledge. The voyaging and subsistence costs, on the off chance that workers are inquired on trade trips or to conferences for person reasons instead of the commerce. This leads some administrators to sign up loans or overdrafts unreasonably, or giving commands in the light of getting the victim's compliance.

Armstrong (2014) propounded that absenteeism is an outcome or a possible effect of sexual harassment, as the pressure done by such an unattended challenge, or the fear of being irritated once more can either cause sickness, or

energize workers to remain securely at domestic. Sexual harassment may make an antagonistic working put and representatives gotten to be sick when made to persevere to sexual harassment on an everyday schedule primarily where it is done by an administrator. This is supported by Aquinas (2007) who argued that sexual harassment can lead to high labour turnover which controls outcome and company achievement. To add up, Brough and Frame (2004) researched on the negative impact of sexual harassment demonstrated that sexual harassment leads to absenteeism and increased labour turnover.

Sexual harassment contrarily impacts representative work execution (Gruber, 1992; Gutek & Koss, 1993; Munson, Hulin & Drasgow, 2000; Speedy, Murphy, & Hurrell, 1992) and has been seen to be gravely joined with all regions of work fulfillment. Further, common US discoveries appear high levels of mental strain to be associated with low work fulfillment (Baba Jamal, & Tourigny, 1998; George & Jones, 1996; O'Driscoll & Beehr, 1994). A research was done saw that men who are sexually harassed are not likely to be contained with their job than women (Mueller, De Coster, & Estes, 2001). On the other hand, a research with female lawyers who had encountered or monitored sexual harassment illustrated that females experienced lower in general work fulfillment than those who had no experience sexual harassment (Laband & Lentz, 1998).

Lastly, other researches showed that women who detailed sexual harassment had lower work fulfillment than ladies who were not sexually irritated (Ragins & Scandura, 1995; Sims, Drasgow & Fitzgerald, 2005). Hence, both ladies and men target of sexual harassment encounter lower work fulfillment. Sexual harassment was too related with lower work fulfillment for

Latinas (Cortina, Fitzgerald, & Drasgow, 2002), female blue-collar laborers (Kissman, 1990; Ragins & Scandura, 1995), female utility company workers (Gothreau, (2019), casino workers (Stedham & Mitchell, 1998), military staff (Antecol & Cobb-Clark, 2006) and clerical staff (O'Connell & Korabik, 2000).

Low job fulfillment has been appeared to act as a forerunner to turnover eagerly (O'Connell & Korabik, 2000) and be conversely related to genuine turnover (Carsten & Spector, 1987). Since lowered work satisfaction for the most part emerges in higher turnover in US thinks about (Ragins & Scandura, 1995) this nexus will be presupposed in Latin American nations to view in the event that moo work fulfillment incredibly emerges from sexual harassment. Gruber (2003) recommends that the encounter of sexual harassment is Worldwide. In addition, various investigators believe that the negative outcome of sexual harassment goes above single countries to consist of multicultural companies. Globalization has levelled such matters for there is arising multicultural workplace involving in more difficult replacements.

However, there is the urge to comprehend different belief patterns that assist professional intercultural workplace conduct. Stoga (2002) underpins the substance of doing research, particularly in Latin America. Latin America has experienced creating financial, money related, political and social distress taking after its moving from military run the show to equitable rule (Stoga, 2002; Stark, 2001). These political and consequent monetary changes have too changed the part of ladies within the Latin American working environment in that they have ended up more autonomous and self-assured (Diekmann, Walker, Galinsky & Tenbrunsel, 2013). Therefore, it is necessary to arrive at an upgraded outlining of workplace sexual harassment communicated in Latin

America, to describe the manner in which persons are being influenced by this security and quality-of-life issue (Cortina, Fitzgerald, & Drasgow, 2002).

The US, where most ponders of sexual badgering take put, is individualistic, moo in PD and UA, and manly. Argentina, Brazil, and Chile are aggregated and increasing in UA. Argentina shifts from Brazil and Chile in that it is more manly and lower in PD whereas the others are female and high in PD. DeSouza and Solberg (2003) found Brazilians to be less collective than Hofstede (2001) already prescribed. Particularly, DeSouza Solberg and Senior (2007) found Brazilians to denounce others of sexual badgering more emphatically than those within the individualistic US, showing a more noteworthy degree of independence than Hofstede (2001) initially shown. Such a result, therefore, could be showing the changes in Latin American countries appearing that these nations have gotten to be more manly (Diekmann, Walker, Galinsky & Tenbrunsel, 2013) in their move from agrarian social orders to more urban, mechanical, and capitalistic social orders (Stark, 2001).

### **Empirical Review**

Apaak and Sarpong (2015) examined the matter of sexual harassment in University sports in Ghana. The study intended to look out for female university athletes' opinions on competencies and experience of sexual harassment. The study used a descriptive survey research design. A total of 167 female respondents were selected using the purposive sampling technique. The Survey on Sexual Harassment against Female College Competitors in Ghana was organized and created by the researchers to assemble the information for the study. The data were analyzed using percentages and chi-square statistical methods. The study uncovered a high level of badgering against female college

competitors is moderately tall in Ghana. It was moreover uncovered that female college competitors are profoundly learned almost what constitutes sexual badgering.

Menon, Sanjobo, Lwatula, Nkumbula, Zgambo, Musepa and Ngoma (2014) investigated the information and discernment of sexual harassment in an institution of higher instruction in Sub-Saharan Africa. The study employed the cross sectional study using both primary and secondary data. The respondent of the study selected within the university community consists of 913 students, 90 academic staff and 97 non-academic staff. The Questionnaires were administered to gather the data for analysis. The result of the study demonstrated that that the larger part of the respondents can recognize sexual harassment. It was moreover uncovered that the lion's share of the respondents recognized that Sexual Harassment does happen at the college with more females showing the event of Sexual badgering acts.

Hsueh (2001) examined the knowledge and attitudes of hospitality students' toward sexual harassment in the workplace. The study selected a total sample of 185 hospitality undergraduate students. Questionnaire was used as a research instrument to gather data to accomplish the goal of the research. The study found that a high percentage of students can correctly describe sexual harassment behaviors. In addition, 37-82% of different sexual harassment behavior was revealed in the students' hospitality workplace. The results further revealed that most hospitality employers do have explicit sexual harassment policies, but employers are not up to the task in explaining the policies and strategies effectively to their employees.

Kraus (1996) sought to investigate the Awareness of Sexual Harassment and Prevention Its Occurrence in the Junior/Senior High School Environment. Total respondents of 75 females and 126 males were selected in various Junior High school using the random sampling technique. These students selected from the study came from white, middle class families. The study used a descriptive survey research design. The result of the study showed that both students and staff possessed a poor understanding of what sexual harassment constitutes and its detrimental effects on its victims.

Hejase (2015) investigated sexual harassment in the workplace within selected Lebanese organization. A Questionnaire was administered to gather data for the study. The study was employed the exploratory research design with a total sample of 150 employees from the selected organizations. The study found that majority of the respondents have adequate knowledge on sexual harassment. In relation to their attitude towards sexual harassment, the study uncovered that 50% of the respondents know someone in their quick circle who has been harassed. Only 1 female out of 3 who had detailed the occurrence stopped her work. Finally, it was indicated that sexual harassment decreases job satisfaction and work performance of employees.

Merkin and Shah (2014) sought to determine the impacts of sexual harassment on work fulfillment, turnover eagerly, and absenteeism in Pakistan and United States. The study employed 102 employees and 146 employees in United States and Pakistan respectively as respondents. Questionnaire was used to gather data. The Regression analysis was conducted to achieve the objectives of the study. The results showed that employees who were sexually harassed



experienced a decrease in job satisfaction, greater turnover intentions and a higher rate of absenteeism.

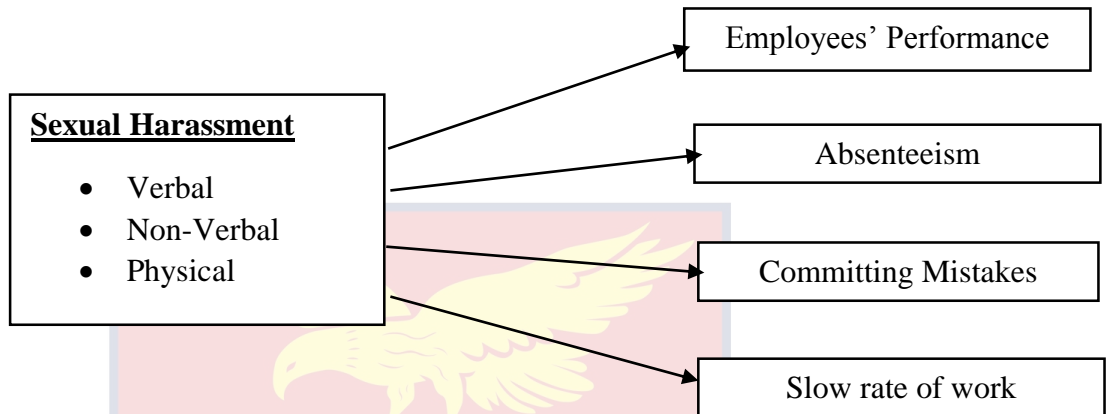
Ali, Zakaria, Zahari, Said and Salleh (2015) explored the effects of Sexual Harassment in the Workplace. The study employed a total of 260 respondents from the employees in various hotels and resorts in Terengganu. The descriptive and inferential statistics were both used to analyze the data. The descriptive measurements incorporate mean and frequency. The inferential measurements incorporate Pearson Product-moment Relationship Coefficient investigation and multiple regression. The regression investigation shows that hostile behavior, sexual impelling, dangers on human variables are emphatically and essentially related to the business of representatives within the work environmente.

Howald, Walker, Melick, Albert and Huang (2018) conducted a study to address Sexual Harassment in the Workplace. The study was mainly exploratory. Sexual harassment has wide-ranging effects for both targets and employers at work. The study found that sexual harassment decreases employees' performance at work.

Barker (2017) investigated sexual harassment experience, Psychological climate, and sex effect on the perception of safety. A total sample of 414 of employees in the United States was selected as the respondent of the study. The analysis was conducted using descriptive statistics, normality testing, and multiple regression analysis. The study found that Sexual harassment gives challenges in the workplace such as decreased employees' performance. Further, the result indicates that sexual harassment destroy the reputation and works of a job due to decreased employees' performance

### Conceptual Framework of the Study

The following conceptual framework has been adapted targeted on the objectives of the study. The conceptual framework is presented in Figure 1.



**Figure 1: Conceptual Framework of the Study**

**Source: Authors' Construct, (2020)**

Figure 1 shows the conceptual framework developed based on the objectives of the study. Sexual harassment can take the form of verbal, non-verbal and physical which eventually affects employees' performance, absenteeism, committing mistakes and slow rate of work.

### Hypotheses

Sexual harassment can make the work put unfriendly and workers get sick on the off chance that subjected to sexual harassment on day by day especially where it is executed by a supervisor. This makes them experience decreased confidence, self-esteem and eventually commit mistakes in performing their duties at work (Aquinas, 2007). Committing of such mistakes decreases employee's resolve subsequently they don't perform to their best in case they are irritated which diminishes their execution consequently their yield since of their passionate state.



Similarly, Shahzad, Hussain, Bashir, Chishti and Nasir (2011) argued that higher job stress and lower job satisfaction as a result of sexual harassment lead to greater absenteeism. In this way, the impacts of sexual harassment ought to result in more noteworthy absenteeism as well since when work desires are not met, absenteeism goes. Also, Vaughn, Balch, Johns and Currie (2019) posited that when employees witness or suffer incidents, they work slower than they normally would or could. To test these relationships, the following hypotheses were formulated:

1.  $H_1$  = sexual harassment negatively influences employees' performance.
2.  $H_2$  = sexual harassment positively influences absenteeism.
3.  $H_3$  = sexual harassment influences employees to commit more mistakes.
4.  $H_4$  = sexual harassment affects employees to work slowly.

### Chapter Summary

The chapter began with the theoretical review followed by the explanation of Sexual Harassment. In Ghana, Section 175 of the Ghana Labour Act, 2003 (Art 651) characterizes sexual harassment as any 'unwelcome, hostile or urgent (determined) sexual propels or requests by a manager or higher officer or a co-worker to a laborer whether the specialist could be a man or woman. Perceptions of the forms and types of what includes sexual harassment differ between and within cultures and societies. In relation to the forms of sexual harassment, it was reviewed that sexual harassment may happen in three forms which are verbal, physical and non-verbal harassment. With respect to the shapes of sexual harassment, it was looked into that sexual harassment may happen in three shapes which are verbal, physical and non-verbal badgering. The study recognized two foremost bunches of sexual harassment. These are

Quid Master Quo and Unfriendly surrounding at work. Sexual badgering has a few impacts on employees' results as they can be influenced sincerely, physically, fiscally and socially. The chapter ended with conceptual framework.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The methods utilized in collecting and analyzing data for the study are presented in this chapter. The research design, study area, target population, source of data, sampling techniques, sample size, research instruments, data collection procedures, data analysis as well as reliability and validity of the research instrument are covered under this chapter.

#### Research Design

The quantitative and qualitative research designs are the two major approaches for carrying out research. The differences between the two approaches have been clarified by different writers including Thomas (2003) and Corbetta (2003). These researchers asserted that the crucial concern for the disparity between the two approaches mechanism hinges on the type of information collected. The quantitative research is believed to be inflexible, objective and standardized. Corbetta (2003) showed that the qualitative is interactive and observation while quantitative is rigid and theory comes before flexible observation.

A research design consists of the common plan for relating the conceptual research issue to important and practicable experimental research. The research design also provides a logical work plan that guarantees that the prove gotten in a study empowers us to reply the initial question. The relevance of research design is based on its position as a pivotal link connection between the writings and diverse opinions that underpins research and the scientific information gathered (Nachmias & Nachmias, 2008). McMillan and

Schumacher (2001) viewed research design as “a plan for selecting subjects, inquire about destinations and information collection methods to reply the research questions”. It characterizes the people understudy, at what time and put, conjointly the circumstances. The preference of research design shows decisions regarding the importance attached to a number of levels of the study activities (Bell & Bryman, 2007).

The study employed a quantitative research design to address the problem under investigation. A quantitative research design was chosen for this study with respect to the focus and objectives of the study. The quantitative research method also makes an effort to maximize objectivity, reliability and generalizations of research findings and are usually interested in predictions (Moseley, Hughes, Juvvadi, Soderblom, Lennon, Perkins & Langridge, 2018). MacDonald and Headlam (2008) explained quantitative research as attempts to qualify things, that is, it helps a researcher to inquire questions such as ‘how many’ or ‘to what degree or extent’. The quantitative methods endeavor to measure data, generalize results from a sample populace of interest and this works best with a sample that's ordinarily agent of a huge populace. Yin (2017) supported this view by indicating that quantitative strategies are well organized and the strategy works well with organized surveys since exact estimation and investigation will be looked for.

This study adopted the explanatory research design that responds to both how and why the aspect of the fundamental research question. Maxwell and Mittapalli (2007) indicated that explanatory research has traditionally been quantitative in nature and implies an intention to explain, rather than simply describe the phenomenon being studied.

## Study Area

The study was confined to St. Gregory Catholic Hospital. The Historical origin of the hospital is linked with the creation of the Liberia refugee camp in Buduburam in 1990 to receive Liberia refugees from the civil war. During the first six months, Apam Catholic hospital under the directives of his Eminent Cardinal Peter Appiah Turkson started a medical rehabilitation of the refugees. Then the UNHCR set a clinic with the Ghana Red Cross Society (GNRCS) as its implementing Partner. In 1997, because of relative peace in Liberia and returning of the refugees to Liberia. UNHCR progressively stopped its help to the camp and subsequently closed the clinic in the year 2002.

In 2002, the Archdiocese asked Apam Catholic hospital to reopen the clinic. At the end of 2007, the clinic in collaboration with UNHCR, Ghana Refugee Board, Gomoa District Health Directorate, Apam Catholic Hospital, Archdiocese of Cape Coast and National Catholic Secretariat started the process of integrating the clinic activities into the Ghana Health System. It was then accredited by the private hospital and Maternity Homes Board to function as a private health institution (clinic) in 2007 and formally handed over to the Archdiocese of Cape Coast on the 6<sup>th</sup> May, 2009. Currently, there are 15 departments in the hospital.

## Population and Sample Size

In this study, the term population is referred to as the full number of all units of the phenomenon to be examined that exists within the zone of investigation (Ary, Jacobs & Razavieh, 2002). The population of the study consists of all employees in St. Gregory Catholic Hospital. However, the accessible population for the study was 200 employees working in the hospital.

### **Sample Procedure**

The study employed 200 respondents as the sample size. This comprised all the employees as the census method was utilized to choose respondents for the study. According to Kapahi (2014), census deals with the collection of information about the populace from the entire population. Here, there is a procedure of systematically acquiring and recording information about each and every member of the given population. Census was deemed appropriate for the study because under, this method, each and every unit of the population is studied. Also, results obtained by the census are quite reliable. The census method is appropriate to use if the population is heterogeneous in nature. Finally, since the census method employs the entire population into account, the data collected is more reliable.

### **Data Collection Instruments**

A research instrument may be a device utilized by researchers to gather information from respondents (Creswell, 2013). The study used a questionnaire as a research instrument. The study adopted the questionnaire since questionnaires guarantee more extensive scope and the researchers can approach respondents more effectively as compared to other methods. Kombo and Tromp (2006) maintained that questionnaire are valuable in collecting information over an expansive test and spares time. The questionnaires can be given to several respondents at the same time (Creswell, 2013). The questionnaire also facilitates the efficient collection of statistically quantifiable information (Twumasi, 2001). Furthermore, questionnaire is broadly utilized instrument as well as valuable for collecting study data (Cohen, Manion & Morrison, 2007). Finally, questionnaires are standardized in nature which



makes a difference in comparison of distinctive reactions from respondents and at the same time giving a few judgment skills of lack of definition for respondents (Hair, Anderson, Tatham, & Black, 2006).

The questionnaires were closed-ended. Closed-ended questions are the ones in which a list of conceivable elective alternatives are given for respondents to choose the reaction that best portrays their suppositions. The closed-ended questions were structured in the questionnaire in order to deal with this drawback. The questionnaire has different sections. Section focus on the demographic characteristics of respondents while Sections B and C focus on the knowledge of, and causes of sexual harassment and the effects of sexual harassment on employee performance respectively. The respondents were anticipated to reply by composing or making a tick on the form of the questionnaire.

Section A of the questionnaire contains information on the demographic characteristics of the respondents. Section B was made of items used to elicit data on sexual harassment. Thus, the four preconditions for sexual harassment to occur. Section C contains information on the indicators of employees' performance. The Likert scale was used because it is one of the most widely used tools in researching popular opinion, easy to use and understand (Leung, 2011). In addition, the reliability of data conducted with the Likert scale is highly valued (Nguyen Thi Bich, & Balami, 2011). Moreover, since Likert Scale questions use a scale, respondents are not forced to choose response options in extremes, this enables them to be neutral if they choose so (Leung, 2011). The questionnaire were measured on a 5-point scale using 1= Never, 2=



Once or twice, 3= Sometimes, 4=often and 5=many times and 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

### **Data Collection Procedures**

The researchers obtained an introductory letter from the Department of Management, UCC to the management of the Hospital in order to attain permission to carry out the study in their respective schools. Afterward, a day was set aside for the study. The respondents to be chosen for the study were given the questionnaires to fill, which was taken instantly after completion. The respondents were given satisfactory clarification some time recently reacting to the things. Those respondents who could not attend to the questionnaires or busy were assisted in filling the questionnaires by the researcher in the form of an interview. The researcher made all conceivable endeavors to guarantee that the information to be achieved from the surveys was substantial and dependable. To guarantee this, the analyst sets up a great affinity with respondents and guarantee them that the data they provide will be treated with the most extreme secrecy.

### **Reliability of Research Instruments**

Reliability is the degree of consistency, accuracy, stability and predictability of a research instrument (Corsten & Kumar, 2005). Corsten and Kumar (2005) further declare that a scale or test is dependable to the degree that rehash estimations made by it beneath steady conditions will allow the same result. The Internal consistency reliability of the research instrument was measured using Cronbach's alpha. The value of 6.0 to 0.70 and over are considered by numerous researchers as worthy. A reliability values of 6.0 to

0.70 and over are considered by numerous researchers as satisfactory (Cooper & Schindler, 2006).

### **Data Processing and Analysis**

The field data was altered to check their completeness and exactness of filling. The Statistical Package for Social Sciences (SPSS) version 22 was employed in the data processing. The data was analyzed using quantitative methods. The data was represented on tables and then transformed into frequencies and percentages for ease of understanding. Regression Analysis was undertaken to achieve the objectives of the study.

### **Ethical Considerations**

The moral practices and values that influence the way a researcher undertakes research activities are referred to as ethics. Major ethical considerations relates to autonomy and confidentiality. Participation in the qualitative interviews will require informed consent with the privacy of participants ensured and participation entirely voluntary. The results of the test were not be distorted to fit the purpose it is intended for. All moral issues with respect to the study was considered as all the university's codes of conduct with respects to collection and secrecy of information was followed.

### **Chapter Summary**

The chapter dealt with the discussion of the research methods utilized for the study. The following sub-headings were discussed; research design, study area, target population, source of data, sampling techniques, sample size, research instruments, pilot study, data collection procedures, data analysis, as well as reliability and validity of the research instrument. A Descriptive survey design involving quantitative approaches was employed for the study. The

population of the study consists of all employees of St. Gregory Catholic Hospital. The census method was applied in the selection of the sample size. The Questionnaire was used as research instrument to gather information from respondents. The data collected from the field was altered to check their completeness and exactness of filling. Data were processed using the Statistical Package for Social Sciences (SPSS) version 22. Descriptive statistics including frequencies, percentage and regression analysis was used in achieving the objectives of the study.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents and discusses the findings of the study. The main purpose of the study was to examine the effect of sexual harassment on employees' job performance. Specifically, the study sought to determine the influence of sexual harassment on employees' performance, absenteeism, employees committing mistakes at work and slow rate of work.

Descriptive statistics such as frequencies, percentages were used to analyze the demographic characteristics of the respondents. Also, multiple regression analysis was conducted to achieve the objectives of the study. The results and discussions are presented with respect to the sequence of the research objectives. However, it is crucial to present the demographic background of the respondents of the study before turning to the main findings.

#### Questionnaire Return Rate

The questionnaire was distributed and collected on the same day. To ensure confidentiality and anonymity, respondents' names were not taken. Osuala (2001) indicated that the merit of anonymity is that the researcher has the opportunity to brief the respondents to get precisely what the things on the survey mean so as to obtain the correct responses. The duration of the questionnaire administration lasted 10 to 20 minutes. The study return rate was 90%. Mathematically,

$$\text{Return rate} = \frac{\text{Questionnaire retrieve}}{\text{Total questionnaire issued}} \times 100$$

$$= \frac{190}{200} \times 100 = 95\%$$

## Analysis of Demographic Data on Respondents

This aspect deals with the analysis of data from the respondents' background. The data included sex, age, highest qualification and period of employment. The demographic characteristics of the respondents are requisite in grasping the dynamics among the selected group and an in-depth understanding of these characteristics helps in explaining the results of the study.

**Table 1: Demographic Data of Customers**

<b>Variable</b>	<b>Sub-scale</b>	<b>Frequency (N)190</b>	<b>Percentage (P)100%</b>
<b>Gender</b>	Male	25	13.2
	Female	165	86.8
<b>Age</b>	20-25 years	24	12.6
	26-30years	77	40.5
	31-35years	47	24.7
	36-40 years	28	14.7
	40 and above	14	7.4
<b>Educational Status</b>	Basic education	8	4.2
	Secondary education	10	5.3
	Diploma	105	55.3
	Bachelor's degree	53	27.9
	Master's Degree	2	1.1
	PhD	2	1.1
	Professional certificate	10	5.3
<b>Period of employment</b>	0-5years	131	68.9
	6-10 years	43	22.6
	11-15 years	16	8.4

Source: Field survey (2020)

Table 1 displays the summary of the demographic characteristics of the participants involved in the study. With regards to the gender of the respondents involved in the study, it was revealed from the findings that 25 (13.21%) of the respondents were males and 165 (86.8%) were females. This indicates that

majority of the respondents were females. This substantial variation confirms the general assumption that the health industry is dominated by females.

Moreover, on the age of respondents, it was discovered through the data that 40.5% of the respondents were between the ages of 26-30years, 24.7% falls within 31-35 years, 14.7% within 36-40 years, 12.6% within 20-25 years and Finally, 7.4% of the participants' ages were 40 years and above.

On the professional qualification of respondents, it was found that 4.2%, 5.3%, 55.3%, 27.9%, 1.1%, 1.1% and 5.3% of the respondents respectively hold basic education, secondary education, diploma, bachelor's degree, master's degree, PhD and professional certificate respectively. This reveals that the respondents have acquired relevant knowledge in terms of the subject matter under study.

Finally, it could be observed that majority, that is, 6.8% of the respondents had worked within 0-5 years. Succinctly, 22.6% of the employees indicated they had worked within 6-10 years and 8.4% of the respondents had worked within 11-15 years. Indeed, it is generally assumed that the higher the number of years respondents have worked indicate their experience.

### **Reliability Test.**

**Table 2: Reliability Test**

Cronbach's alpha	Number of items
0.75	30

Source: Field survey (2020)

The reliability test of the questionnaire items measured by Cronbach alpha is 0.75. This result is greater than the acceptable level of 0.70 prescribed

by Nunnally (1978) and suggests that the questionnaire is reliable and further increases validity.

### Multiple Regression Analysis

The multiple regression analysis was employed to achieve all the objectives of the study.

**Research Objective 1:** The influence of sexual harassment on employees' performance.

The first objective of the study was to examine the influence of sexual harassment on employees' performance. The multiple regression results is presented in Table 3.

**Table 3: Relationship between Sexual harassment and Employees' Performance**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients				
	B	Std. Error	Beta		
Constant	2.66	0.353		7.524	0.000
Sexual harassment	-0.23	0.095	-0.180	-2.44	0.016

Dependent Variable:

Employee performance

Source: Field survey (2020)

From the result in Table 3, sexual harassment has a negative and significant relationship with employees' performance. The estimated coefficient



from the result shows that an increase in sexual harassment will reduce employees' performance by 23% at a 5% level of significance. The implication is that the more employees are sexually harassed, the lesser will be their performance at work. Sexual harassment in this perspective is considered as a risk to the performance of employees. Therefore, the hypothesis that sexual harassment significantly influences employees' performance is supported.

The result concurs with the findings of Apaak and Sarpong (2015), Barker (2017), Howald, Walker, Melick, Albert and Huang (2018), Kraus (1996), Merkin and Shah (2014) instance, explores the impact of sexual harassment on employees' performance and confirms an adverse effect. Howald, Walker, Melick, Albert and Huang (2018) argued that sexual harassment has wide-ranging effects for both targets and employers at work. Indeed, previous findings have revealed that sexual harassment experienced by employees at the work environment is dependable for mental conditions such as stretch, sadness and uneasiness leading to a decline in employees' performance.

Sexual harassment is an issue of increasing concern to managers of the organization. At least, in every organization, issues of sexual harassment have been happening. Powell (2011) asserted that no occupation or calling can do away with the phenomenon of sexual harassment and the workplace surrounding serves as a ripe breeding ground. As posited by Eller (1990), employees in the health industry normally work long, sporadic hours with rotating crest and slack times which include night, evening and indeed occasion shifts. In such working conditions, the line between suitable and unseemly nature may be crossed more effortlessly than in an office setting. For instance,

in a study conducted by Hussein, Mabrouk and Abed (2015) revealed that 50% of the respondents know someone in their prompt circle who has been harassed and it was reported that only 1 female out of 3 who had reported the incident quit her job. These unfortunate events resulting in sexual harassment will likely affect the psychological conditions of the rest of the employees and consequently will lead to a decline in their performance at work.

Moreover, Rudman and Borgida (1995) alluded that employees who have experienced sexual harassment at the workplace endure from trouble, refusal, disposition swings, misery, fear, uneasiness, self-doubt, crabbiness feeling of separation, outrage, sentiments of hint, misfortune of center, re-living of issues in one's head, fretfulness and vulnerability over the long run. This diminishes employee's resolve leading to low performance and consequently a fall in output because of their emotional state. Khan and Mawire (2005) posited that the decline in employees' performance is also a result of physical or passionate withdrawal from companions, family and co-workers.

Agreeing to Maslow's hypothesis of inspiration, human creatures perform superior when their needs are well catered for. In that representatives are propelled when they feel that their work is curiously, challenging and fundamental. Be that as it may, sexual harassment makes an unfriendly working environment, push, uneasiness and diminished work fulfillment which leads to demotivation (Armstrong, 2014).

**Research Objective 2:** To investigate the relationship between sexual harassment and absenteeism.

Armstrong (2014) contends that absenteeism could be a result or a conceivable side effect of sexual harassment as the stressed caused by such an

uncertain issue, or the fear of being irritated once more can either cause sickness, or energize representatives to remain securely at home. Therefore, the second objective was crafted to investigate the relationship between sexual harassment and absenteeism. The multiple regression analysis is shown in Table 4.

**Table 4: Relationship between Sexual Harassment and Absenteeism**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Constant	2.82	0.48	5.92		0.00
Sexual harassment	0.31	0.07	0.26	4.23	0.00

Dependent Variable: Absenteeism

Source: Field survey (2020)

The results in Table 4 indicates that sexual harassment result in employee’s absenteeism. The coefficient indicates that 1% rise in sexual harassment will lead to 31% increase in employee’s absenteeism and it is significant at a 5% level of significance. This result implies that sexual harassment plays a crucial role in employee’s absenteeism at workplace. Therefore, sexual harassment has a significant positive relationship with absenteeism. This result implies that sexual harassment plays a crucial role in employee’s absenteeism in the workplace. The result supports the findings of Merkin and Shah (2014); Shahzad, Hussain, Bashir, Chishti and Nasir (2011) who posited that the effect of sexual harassment ought to result in greater

absenteeism in as well since when work desires are not met, absenteeism will rise. Kokubun (2007) also revealed that sexual harassment usually result in greater absenteeism and a misfortune of profitable work in a study in US.

Pellegrini (2001) stressed that once sexually harassed, victims experience physical effects extending from cerebral pains, stress-related sicknesses and stomach sicknesses. This physical effect affects well-being of workers and leads to absenteeism. Khan and Mawire (2005) advance that casualties of sexual harassment experience difficulty in collaboration with others and they end up constraining their social intuitive and fear to go to work where the occurrence happened. In Argentina, Brazil, and Chile, Merkin, (2008) found that workers who are sexually harassed have eagerly to take off the organization and are more inclined to absent themselves from work. This assertion support the argument of Armstrong (2014) that absenteeism was a result or a conceivable indication of sexual harassment, as the stress caused by such an dubious issue, or the fear of being annoyed once more might either cause sickness, or empower representatives to remain securely at home.

**Research Objective 3:** To investigate the relationship between sexual harassment and employee's committing mistakes.

The third objective of the study sought to validate the hypothesis that sexual harassment influence employees to commit more mistakes. Table 5 presents the result for the multiple regression.

**Table 5: Relationship between Sexual Harassment and employee’s committing mistakes**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	2.08	0.43	4.88		0.00
Sexual Harassment	0.34	0.12	0.22	2.92	0.004

Dependent Variable:  
Committing Mistakes

Source: Field survey (2020)

Sexual harassment leads to slow rate of working. The results indicate that a, a 1% rise in sexual harassment will lead to 34% rise in committing mistakes by employees at work. Therefore, the hypothesis that sexual harassment influence employees to commit more mistakes is supported. The result concurs with the findings of Aquinas (2007) and Stockdale (1996). Sexual harassment can result in an unfriendly working environment and workers ended up sick if prone to sexual harassment on a normal premise especially where it is executed by a boss. This makes them experience decreased confidence, self-esteem and eventually commit mistakes in performing their duties at work (Aquinas, 2007). Committing to such mistakes decreases employee’s resolve subsequently they don't perform to their best in the event that they are irritated which diminishes their execution subsequently their yield since of their passionate state. In addition, a study by Stockdale (1996) surfaced that people

who are sexually harassed are inclined to work-related stress and may experience numerous anomalous stressors, which contrarily influence work state of mind and eventually make them commit mistakes at work.

**Research Objective 4:** To investigate the relationship between sexual harassment and slow rate of working.

The final objective of the study sought to investigate the relationship between sexual harassment and slow rate of working. The result is presented in

Table 6.

**Table 6: Relationship between Sexual Harassment and slow rate of working**

**Table 6: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.07	0.46	6.71		0.00
Sexual Harassment	0.114	0.05	0.15	2.4	0.02

Dependent Variable: Slow Rate of Working

Source: Field survey (2020)

The results in Table 5 shows that a 1% rise in sexual harassment will lead to 11% increase in slow rate of working. Therefore, the hypothesis that sexual harassment affects employees to work slowly is supported. This result supports the assertion of Armstrong (2014) that sexual harassment makes a



threatening working environment, push, uneasiness and diminished work fulfillment which leads to demotivation and consequently reduces the rate of work by an employee. It was advanced by Armstrong (2014) that sexual harassment casualties endure from sleep deprivation, sadness and work-related push and this adversely influences the rate of work by representatives. Sexual harassment isn't conducive to making a work environment in which workers need to or can apply their abilities, do great work and create their careers. Instep, it makes disharmony between colleagues and groups, doubt in senior work force and other colleagues, and candidly tired workforce. When workers witness or endure episodes, they work slower than they ordinarily would or might (Vaughn, Balch, Johns, & Currie, 2019). The results of recent IFC research revealed that 55% of the total survey population indicated that they had worked slower because they had been sexually harassed.

### **Chapter Summary**

The main purpose of this chapter was to present and discuss the research findings obtained from the field. The demographic characteristics of the respondents who took part in the study were presented. The presentation and discussion were done according to the research questions and objectives outlined in chapter one. It was found that through sexual harassment, employees develop a greater probability of committing mistakes at work, regular absenteeism and they work slower than they normally would or could. Finally, it was indicated sexual harassment reduces employees' performance at work. In general, the results give a clear indication that sexual harassment is a contributing factor to the low performance of employees at work.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### Introduction

This is the final chapter of the study and it contains a summary of the entire research work; beginning with chapter one through to chapter four. The overview of the research problem, objectives, methodology and the findings of the study are presented in this chapter. Conclusions are drawn based on findings of the study and recommendations made for the appropriate institutions to act on them.

#### Summary

In recent times, the issue of sexual harassment has certainly ended up more noticeable owing to its ever-present obstruction to career success and fulfillment for men and ladies. The consequences of sexual harassment affect not only the individual experiencing the harassment but also the organization in which the harassment occurs. However, little attention has been given to the impacts of sexual harassment on employees' performance, especially in the health industry. Which is one of the significant industry of every country. As a result, this study sought to examine the influence of sexual harassment employee's performance.

The study employed a structured questionnaire to collect primary data from all the employees of St. Gregory Catholic Hospital for the analyses. The quantitative method was used to achieve the objectives of the study. The Statistical Package for Social Sciences (SPSS) was used in data processing. The Cronbach's alpha values obtained for all variables fall within the threshold, suggesting that all the variables used in the study have relatively high internal

consistency. The data were analyzed using multiple regression. Tables were used to display the results.

### **Key Findings**

It was also found that through sexual harassment, employees develop greater probability of committing mistakes at work, regular absenteeism and they work slower than they normally would or could.

With regard to the effects of sexual harassment on employee's performance, it was indicated sexual harassment significantly reduces employees' performance at work. In general, the results give a clear indication that sexual harassment is a contributing factor to the low performance of employees at work.

### **Conclusion**

The study empirically sought to examine the influence of sexual harassment on employees' performance. It was clear that the bulk of the literature has not considered this issue in-depth. The study concludes that sexual harassment has a significance influence on employees' performance. The study concludes that employees experiencing sexual harassment would have a high rate of committing mistakes, higher absenteeism and affect employees to work slowly. Also, sexual harassment decreases employees' performance. This provides evidence of the detrimental role play by sexual harassment in employees' performance.

## Recommendations

Based on the findings of the study, the following recommendations are made.

1. Management of health institutions should focus on sexual harassment education programmes on the empowerment of employees to enable them to be bold to report cases of sexual harassment.
2. The Ministry of health should issue specific policy prohibiting sexual harassment in health institutions. The policy should provide a clear definition of what constitutes sexual harassment at the workplace.
3. Management of health institutions should create a health environment in which harassers can still flourish and increase their performance at work. With such initiatives, counsellors or psychologists can be appointed to provide support and to give advice to employees who are sexually harassed.
4. Management of health institutions should examine and resolve complaints promptly, and taking disciplinary actions against harassers without exception at workplace to serve as a deterrent to others.

## Suggestions for Future Research

The study considered the influence of sexual harassment on employees' performance only, future research can consider the causes and prevention of sexual harassment in the health industry. Future studies can also consider large sample size.

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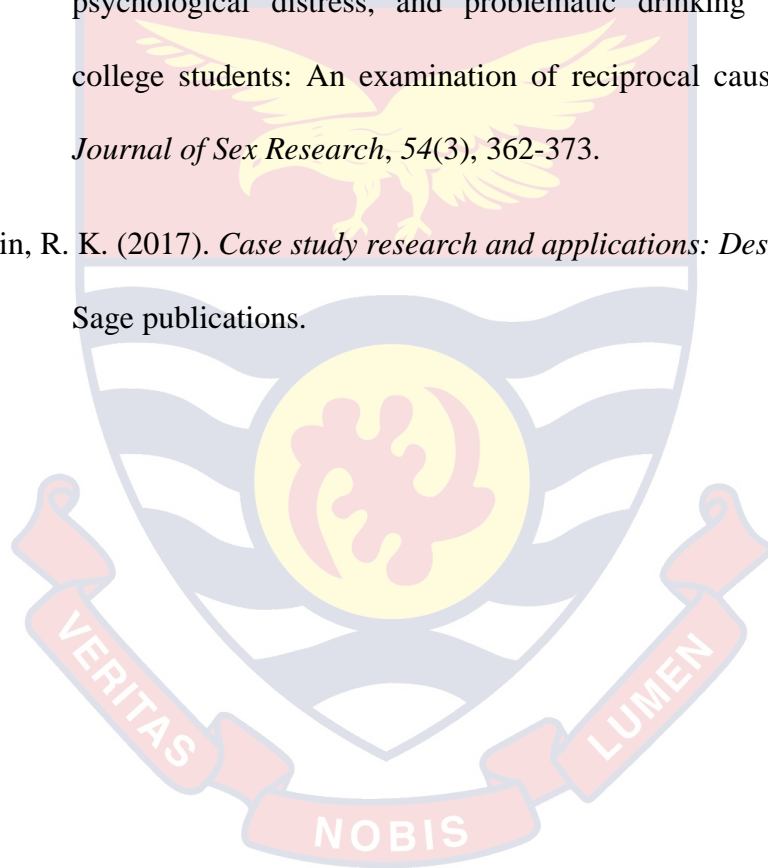


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**APENDICES A**

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

**QUESTIONNAIRE FOR RESPONDENTS**

Dear Correspondent,

The purpose of this questionnaire is to elicit information about the sexual harassment and its effects on employee performance. It would be appreciated if you could provide responses to all items on the questionnaire, and do it honestly. Nothing will ever be published or reported that will associate your name to the survey questions. Thank You.

**SECTION A: DEMOGRAPHIC CHARACTERISTICS**

1. Age .....
2. Gender : Male [ ] Female [ ]
3. Period of Employment .....
4. Department.....
5. Highest Qualification

Basic education [ ] Secondary education [ ] Diploma [ ] Bachelor's degree [ ] Master's Degree [ ] PhD [ ] Professional certificate [ ]

**SECTION B: SEXUAL HARRASSMENT**

6. For each item, please tick the number that most closely describes your own experience of sexual harassment with male co-workers and supervisors during the last 24 months. 1= Never, 2= Once or twice, 3= Sometimes, 4=often and 5=many times

Statements	For each statement choose a number				
<b>Sexual Harassment</b>	1	2	3	4	5
Made unwelcome attempts to draw you into discussion of sexual matters?					
Made gestures or used body language of a sexual nature that offended you?					
Continued to ask you for dates, drinks, dinner, etc., even though you said “No”?					
Made unwanted attempts to establish a romantic relationship with you despite your efforts to discourage him?					
Made offensive sexist remarks?					

**Employee Performance, committing mistakes, Absenteeism and slow rate of working.**

Please indicate the extent to which you agree or disagree with the following. Please tick (√) only one answer in each case from the rating of 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree

<b>Employee Job Performance</b>	1	2	3	4	5
I spend most of my time attending to patients					
I use my knowledge and skills to improve safety of patient					
My attitude toward the care of patients is good					
I put in much effort when I am on duty					
I am always available when my services are required					
<b>Committing Mistakes</b>					
I make errors in my work					
I am prone to making errors <i>in</i> the workplace in recent times					
I am unable to perform my assigned duties as expected					
<b>Absenteeism</b>					
I dread going to work, lately					
I have been absent from work recently					
I have taken off from work for more than a week due to sexual harassment					
<b>Slow Rate of Working</b>					
I find myself getting behind in my work, lately					
I don't seem to be able to get much done at work					
I am unable to achieve my goals at work within the given timeframe					

**THANK YOU**