

Job Analysis and Workplace Discrimination Practices In Federal Road Safety Corps Port Harcourt

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Abstract: *This paper examined the relationship between job analysis and workplace discrimination practices in federal road safety corps (FRSC). The population of the study was one hundred (100) people including senior officers, junior officers and non-officers. The sample size was eighty (80) respondents were drawn with the use of Taro-yeman's formula. (The data for this research was collected using questionnaire. Research design for this study was descriptive research design; chi-square method was used to reveal the relationship between the dependent and independent variables. At 0.05 (5%) level of significance which gave a degree of freedom of (8) and a critical value of (15.507) using chi-square technique. The paper reveals a positive and significant relationship between interview analysis and racial discrimination, questionnaire analysis and gender discrimination and observation analysis and disability discrimination. The paper concludes that there is positive relationship between interview analysis and racial discrimination, questionnaire analysis and gender discrimination and observation analysis and disability discrimination relatively. It was recommended that Interview Analysis should be employed by the management of public sector. And that management of public sector should use Questionnaire Analysis in analyzing jobs and work. Also that management should also use Observation Analysis, because it has positive influence on Disability Discrimination.*

Keywords: *interview analysis, questionnaire analysis, observation analysis, racial discrimination, gender discrimination, disability discrimination.*

Introduction

Job analysis may be viewed as the hub of virtually all human resource management activities necessary for the successful functioning of organizations (Oswald, 2003; Siddique, 2004). At the heart of almost every human resources management program or activity there is need for accurate and thorough job information. Job analysis is thus a prerequisite activity for the effective management of human resources. However, many important assumptions that underlie such fundamental uses of job analysis in management are

becoming questionable in today's business environment. Job analysis is focused on the collection of work-related information for the job as it currently exists or has existed in the past (Palmer & Valet, 2001, Schneider & Konz, 1989). Further, the procedures are related more to the situation of a one person-one job situation. Yet, as competition and technological innovations increase and product life cycles get shorter, jobs are becoming not only less static, but also less individually-based. Consequently, the tasks to be performed, and the

Knowledge, Skills and Abilities (KSAs) required for effective job performance based. Furthermore, and in all likelihood, organizations may perceive the creation of jobs that do not currently exist, the analysis of which is beyond the scope of traditional job analysis.

Discrimination in the workplace on the basis of race and other protected classes is an accomplishment provided tools for the enforcement of illegal discrimination laws and has reduced many explicitly discriminatory behaviors over the past half a century. However, racial inequities continue to persist across all indicators for success in the country. For local and regional government focused on achieving racial equity in our communities, "walking the talk" within one's own institution and workforce is an important place to focus.

In a masculine dominated society women's right has been misunderstood because of cultural, customary practices and beliefs which encouraged discrimination against women. Relying on traditional gender roles and child care responsibilities, some employers assume that female employee is less dependable than male employee. The idea of equality of sexes in employment is foreign to Nigerian native law and custom. Most entrepreneurs believe that females are

are also becoming more volatile, and sometimes more team-inferior to their male counterpart and incompatible with a fast-paced business environment.

The purpose of this study was to examine job analysis and workplace discrimination practice, in public sector using FRSC. The Specific objectives are; (1) to examine the influence of interview analysis on racial discrimination of public sectors. (2) To examine the influence of Questionnaire analysis on gender discrimination of public sectors. (3) To examine the influence of Observation analysis on disability discrimination of public sectors. The research question addressed in this paper was: To what extent does interview analysis enhance racial discrimination of public sectors (FRSC)? The applicable hypotheses were:

Ho1: There is no significant relationship between Interview Analysis and Racial Discrimination of public sectors (FRSC).

Ho2: There is no significant relationship between Questionnaire Analysis and Gender Discrimination of public sectors (FRSC).

Ho3: There is no significant relationship between Observation Analysis and Disability Discrimination of public sectors (FRSC).

Literature Review

Job Analysis

Job analysis is the next step in determining an organization's human resource needs. There is no sense in hiring people unless the organization is clear about what it is hiring them to do. In other words, the organization must determine the exact nature of a job before it can recruit the right person to do it. Job analysis is a systematic study

of each employee's duties, tasks and work environment. Job Analysis refers to a detailed and systematic process of breaking down work performed into a number of separate tasks and duties.

It is a detailed process in that it considers all tasks to be performed, sometimes dividing them between main tasks and secondary tasks.

It is a systematic process in that it follows a step-by-step approach to collect, record, analyze and interpret the information collected.

Work analysis is related to job analysis but is wider in scope. Job analysis involves looking at an individual job to identify the individual tasks involved.

Interview Analysis

The interview method consists of asking questions to both incumbents and supervisors in either an individual or a group setting. The reason behind the use of this method is that jobholders are most familiar with the job and can supplement the information obtained through observation. Workers know the specific duties of the job and supervisors are aware of the job's relationship to the rest of the organization. Although the interview method provides opportunities to elicit information sometimes not

Work analysis involves looking at several or, indeed, many jobs at the same time.

Like job analysis, work analysis is both detailed and systematic. The outcome, however, is different. Job analysis identifies tasks and duties, whereas work analysis identifies potential new jobs and a need to reorganize and restructure.

available through other methods, it has limitations. First, it is time consuming and hence costly. Second, the value of data is primarily dependent on the interviewer's skills and may be faulty if they put ambiguous questions to workers. Last, interviewers may be suspicious about the motives and may distort the information they provide. If seen as an opportunity to improve their positions such as to increase their wages, workers may exaggerate their job duties to add greater weight age to their positions.

Questionnaire Analysis

The questionnaire is a widely used method of analyzing jobs and work. Here the jobholders are given a properly designed questionnaire aimed at eliciting relevant job-related information. After completion, the questionnaires are handed over to supervisors. The supervisors can seek further clarifications on various items by talking to the jobholders directly. After everything is finalized, the data is given to the job analyst. The success of the method depends on various factors. The

structured questionnaire must cover all job related tasks and behaviors. Each task or behavior should be described in terms of features such as importance, difficulty, frequency, and relationship to overall performance. The jobholders should be asked to properly rate the various job factors and communicate the same on paper. The ratings thus collected are then put to close examination with a view to find out the actual job requirements.

Observation Analysis

The analyst observes the worker(s) doing the job. The tasks performed, the pace at which activities are done, the working conditions, etc., are observed during a complete work cycle. During observation, certain precautions should be taken

- a. The analyst must observe average workers during average conditions.
- b. The analyst should observe without getting directly involved in the job.

- c. The analyst must make note of the specific job needs and not the behaviors specific to particular workers.
- d. The analyst must make sure that he obtains a proper sample for generalization.

This method allows for a deep understanding of job duties. It is appropriate for manual, short period job activities. On the negative side, the methods fail to take note of the mental aspects of jobs.

Workplace Discrimination

Discrimination occurs when a person is disadvantaged because of a personal characteristic such as their age, sex etc. it also occurs in the recruitment and selection process where a potential employee is not employed because of personal characteristics that have no relevance to whether they can perform the job or not. Discrimination may be direct or indirect. To prevent discrimination and to avoid large fines, employers need to:

1. comply with legislation, such as the Equal Opportunity Act 2010

2. commit to a workplace free from discrimination
3. write and communicate policies to prevent discrimination
4. Train managers and staff in cultural diversity issues, and about ways to prevent or deal with discrimination
5. appoint a grievance officer (designated person in the organization that an employee can talk to regarding discrimination) and specify grievance procedures involving issues such as sexual or racial harassment.

Direct and Indirect Discrimination

Discrimination can be both direct and indirect. **Direct discrimination** occurs if a person treats, or proposes to treat, a person with an attribute unfavorably because of that attribute. **Indirect discrimination** occurs when a person

imposes, or proposes to impose, a requirement, condition or practice that has, or is likely to have, the effect of disadvantaging persons with an attribute; and that is not reasonable.

Racial Discrimination

Discrimination has been illegal for half a century; workers have continued to file job discrimination complaints, with allegations of race discrimination making up the greatest portion. Discrimination limits access to employment and advancement for people of color.

The persistence of conscious racial stereotypes and discrimination plays a role in the exclusion and underrepresentation of people of color from desirable jobs. Discrimination includes two components: 1) disparate

treatment, or an intentional decision to treat people differently based on their race or other protected characteristics. 2) disparate impact, or practices that have a disproportionate adverse impact on persons in a protected class. Extensive information on the enforcement of antidiscrimination laws is available from the Equal Employment and Opportunity Commission and local civil rights enforcement agencies. For local jurisdictions working to advance workforce equity, a rigorous enforcement

of anti-discrimination law within one's

Gender Discrimination

Gender discrimination is explained to include "any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, human rights and fundamental freedom in the political, economic, social, cultural or any other aspects of life (CEDAW) 2015. In the context of workforce, it can be defined as the giving of an unfair advantage (or disadvantage) to the members of the particular group in

own workplace is a necessity.

comparison to the members of the other group. Wayne (1995). The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) defined as "any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedom in the political, economic, social, cultural, civil or any other field". (CEDAW) 1979.

Disability Discrimination

The definition of disability is broad and includes: total or partial loss of a bodily function, or part of the body• the presence in the body of organisms that may cause disease, such as HIV or Hepatitis• malfunction, malformation or disfigurement of a part of the body• a mental or psychological disease or disorder, or other condition that may result in a person learning more slowly• past disability or impairment which may include childhood illnesses, having had a broken leg, or a period of psychiatric illness. It is unlawful for an employer to discriminate against an applicant for a position on the grounds of the person's disability in relation to the arrangements made for the selection process; or selecting who should be offered employment; or the terms or conditions on which employment is offered. Similarly, it is unlawful for an employer to

discriminate against an employee on the ground of the employee's disability in the terms or conditions of employment; or by denying the employee access, or limiting the employee's access, to opportunities for promotion, transfer or training, or to any other benefits associated with employment; or by dismissing the employee; or by subjecting the employee to any other detriment. The legislation also protects friends, relatives or careers with a personal connection to a person with disability if they are discriminated against because of that connection or relationship. For example, it is unlawful discrimination if a parent is refused a job because the employer assumes he or she will need time off work to look after a child with disability; or an employee is harassed about working with a person with disability.

Methodology

The research design adopted in this paper is descriptive research design. The

population consists of senior officers, junior officers and non officers of Federal (FRSC) in Port Harcourt. The population size was one hundred (100) officers. A sample size of eighty (80) respondents was gotten with the use of Taro Yemen's formula. Out of one hundred (100) copies of questionnaire distributed for the study, eighty seven (87) copies rating 87%

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were retrieved from the respondents. However, thirteen (13) copies were not retrieved. Chi-square (χ^2) technique was used to test the postulated hypotheses at (0.05) level of significance.

Table 1: Showing Analysis of Questionnaires Distributed and Retrieval

Respondents	No. of questionnaire administered	No. of questionnaire retrieved	No. of questionnaire not retrieved	Percentage of questionnaire retrieved
Senior Officer	45	40	5	40%
Junior Officer	40	35	5	35%
Non Officer	15	12	3	12%
Total	100	87	13	87%

Source: Survey Data 2018

Test of Hypotheses and Results

The study stated three hypotheses. The first hypothesis related Interview Analysis

to Racial Discrimination. Table 2 presents the test results.

Table 2: Calculation of Chi-square Value for Hypothesis One

fo	fe	fo-fe	(fo-fe) ²	(fo-fe) ² ÷fe
15	15.17	-0.17	0.0289	1.91
13	13.27	-0.27	0.0729	5.49
5	4.5	0.5	0.25	0.06
12	11.03	0.97	0.9409	0.09
9	9.65	-0.65	0.4225	0.04
3	3.31	-0.31	0.0961	0.03
8	7.36	0.64	0.4096	0.06
6	6.44	-0.44	0.1936	0.03
2	2.21	-0.21	0.0441	0.02
3	3.68	-0.68	0.4624	0.13
4	3.22	0.78	0.6084	0.19
1	1.10	-0.1	0.01	9.10
2	2.78	-0.78	0.6084	0.22
3	2.41	0.59	0.3481	0.14
1	0.83	0.17	0.0289	0.03
				17.54

Source: Survey Data, 2018

Degree of freedom = (R-1) (C-1)
= (5-1) (3-1)

$$= 4 \times 2 = 8$$

At 0.05 significant level, DF at 8 = 15.507

Decision

Since the calculated chi-square value which is $\chi^2 = 17.54$ is greater than (>) the critical value which is 15.507, the null hypothesis is rejected and the alternative hypothesis accepted. Therefore, we conclude that there is a significant relationship between Interview Analysis

and Racial Discrimination of public sectors (FRSC).

Our second hypothesis related Questionnaire Analysis and Gender Discrimination. Table 3 shows the result of the test.

Table 3: Calculation of Chi-square Value for Hypothesis Two

fo	fe	fo-fe	(fo-fe) ²	(fo-fe) ² ÷ fe
13	12.87	0.13	0.0169	1.31
11	11.26	-0.26	0.0676	6.00
4	3.86	0.14	0.0196	5.08
10	10.11	-0.11	0.0121	1.20
9	8.85	0.15	0.0225	2.54
3	3.03	-0.03	9	2.97
9	8.27	0.73	0.5329	0.06
7	7.24	-0.24	0.0576	7.96
2	2.48	-0.48	0.2304	0.09
5	5.97	-0.97	0.9409	0.16
6	5.23	0.77	0.5929	0.11
2	1.79	0.21	0.0441	0.02
3	2.76	0.24	0.0576	0.02
2	2.41	-0.41	0.1681	0.07
1	0.83	0.17	0.0289	0.03
				27.62

Source: Survey Data, 2018

Degree of freedom = (R-1) (C-1)

$$= (5-1) (3-1)$$

$$= 4 \times 2 = 8$$

At 0.05 significant level, DF at 8 = 15.507

Decision

Since the calculated chi-square value which is $\chi^2 = 27.62$ is greater than (>) the critical value which is 15.507, the null hypothesis is rejected and the alternative hypothesis accepted. Therefore, it is concluded that there is a significant relationship between Questionnaire

Analysis and Gender Discrimination of public sectors (FRSC).

Our third hypothesis stated that there is no significant relationship between Observation Analysis and Disability Discrimination of public sectors (FRSC). The result of the test is contained in table 4.

Table 4: Calculation of Chi-square Value for Hypothesis Three

Fo	fe	fo-fe	(fo-fe) ²	(fo-fe) ² ÷ fe
17	17.01	-0.01	1	5.88
15	14.89	0.11	0.0121	8.13
5	5.10	-0.1	0.01	1.96
11	10.57	0.43	0.1849	0.02
9	9.25	-0.25	0.0625	6.76
3	3.17	-0.17	0.0289	9.17
7	6.90	0.1	0.01	1.45
5	6.03	-1.03	1.0609	0.18
3	2.07	0.93	0.8649	0.42
5	4.60	0.4	0.16	0.03
4	4.02	-0.02	4	9.95
1	1.38	-0.38	0.1444	0.10
0	0.92	-0.92	0.8464	0.92
2	2.80	-0.8	0.64	0.23
0	0.28	-0.28	0.0784	0.28
				45.48

Source: Survey Data, 2018

Degree of freedom = (R-1) (C-1)

= (5-1) (3-1)

= 4 x 2 = 8

At 0.05 significant level, DF at 8 = 15.507

Decision

Since the calculated chi-square value which is $\chi^2 = 45.48$ is greater than (>) the critical value which is 15.507, the null hypothesis is rejected and the alternative hypothesis accepted. Therefore, it is

concluded that there is a significant relationship between Observation Analysis and Disability Discrimination of public sectors (FRSC).

Discussion of Findings

Hypothesis 1 (Ho1) examined the relationship between Interview Analysis to Racial Discrimination. Chi-square (χ^2) technique was used to test the postulated hypotheses at (0.05) level of significance. The calculated chi-square

(χ^2) is greater than the critical value so it led to the rejection of the null hypothesis 1 (Ho1). The implication of this finding is that there is positive significant relationship between Interview Analysis to Racial Discrimination.

Hypothesis 2 (Ho2) sought to examine the relationship between Questionnaire Analysis and Gender Discrimination. Chi-square (χ^2) technique was used to test the proposed hypotheses at (0.05) level of significance. Because the calculated

chi-square (χ^2) is greater than the critical value the null hypothesis 2 (Ho2) was rejection. The finding thus shows that Questionnaire Analysis has significant relationship with Gender Discrimination.

Hypothesis 3 (Ho3) seeks to examine the relationship between Observation Analysis and Disability Discrimination of public sectors (FRSC). Chi-square (χ^2) technique was used to test the stated hypotheses at (0.05) level of significance. Since the calculated chi-square (χ^2) is

greater than the critical value it then lead to the rejection of the null hypothesis 3 (Ho3). This implies that a strong significant relationship exists between Observation Analysis and Disability Discrimination of public sectors (FRSC).

Conclusion and Recommendations

This paper investigated the relationship between Job Analysis and Workplace Discrimination Practice in Federal Road Safety Corps (FRSC). The conclusion of this paper provides support that a great relationship exists between Interview Analysis and Racial Discrimination, and that Questionnaire Analysis has positive influence on Gender Discrimination. Also there exists very high influence between

Observation Analysis and Disability Discrimination.

It was recommended that Interview Analysis should be employed by the management of public sectors, to ensure that Workplace Discrimination is curved out. And that management of public sector should use Questionnaire Analysis in analyzing jobs and work. Also that management should also use Observation Analysis, since it has positive influence on Disability Discrimination.

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