

WHAT SHOULD BE DONE ABOUT WORKPLACE DISCRIMINATION? A THEORETICAL PERSPECTIVE AND SOLUTIONS

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ABSTRACT

Purpose- This conceptual research study outlines discrimination in the workplace and offers solutions depending on the previous studies and relevant literature. Though anti-discrimination laws have been in force globally for a long time, there are different kinds of discrimination in organizations which are so frequent and prevalent. First of all, to compete and grow efficiently, organizations must focus on diverse inclusivity in their workforce. However, there are various kinds of workplace discrimination which jeopardize the most valuable asset, human capital in organizations.

Methodology- This research study has employed conceptual research paper style which mainly depends on discussion of one or more theoretical concepts or issues. Conceptual paper involves graphical, or narrative format and both a discussion of the relevant literature and a description of the concept being addressed and makes solutions in the end. This type of study also depends on observing the literature and focusing on already existing ideas, concepts and theories.

Findings- This study has unveiled that workplace discrimination deteriorates workflow in organizations because individuals who experience discrimination become less productive, feel less satisfied and feel less engaged overall. Additionally, discrimination in the workplace can cause legal issues for organizations and may result in expensive court battles, higher rates of turnover or huge hidden costs such as the loss of organizational reputation. Therefore, working proactively on developing a diverse workforce ensuring that a person or a group of people is not treated unfairly or unequally due to their specific characteristics is very important to reach organizational goals.

Conclusion- As a result, indirect costs may be high because the negative effects of discrimination on individuals can have a "chain effect" on the health, productivity and sustainability of workplaces. Organizations which keep ignoring the effects of workplace discrimination face a serious risk of legal action and the huge hidden costs associated with reputational loss. In short, while unacceptable higher levels of workplace discrimination may seem overwhelming, there are steps that can be taken to help improve conditions in the workplace. Consequently, the first step is to become aware of how discrimination may be hiding an organization's policies and procedures and how employees may try to adapt to protect themselves.

Keywords: Discrimination, workplace discrimination, perceptive discrimination, disability, anti-discrimination policies.

JEL Codes: M10, M12, M19

1. INTRODUCTION

This conceptual research study scrutinizes both workplace discrimination and its main types in organizations and makes recommendations on building a sound organizational structure that is capable of deactivating the antecedents of workplace discrimination. Actually, discrimination is so common in daily life, and it can be experienced anywhere such as at school, at work, or in a public place. Indeed, discrimination mainly refers to unfair treatments to a person or to a group of people by treating differently, or less favorably for some reason, especially depending on stereotypical belief or prejudiced thinking on physical appearance, gender, race, or action.

First, according to the American Psychological Association (2024), "discrimination is the unjust or prejudicial treatment of people and groups based on characteristics such as race, gender, age, or sexual orientation". It has also been highlighted that discrimination often originates from fear, prejudice and misunderstanding which may cause public health issues such as stress-related emotional, physical, and behavioral changes (e.g. sadness, anger, sleep disorders, alcohol, tobacco, and other substance use). Moreover, discrimination types vary such as harassment and retaliation and it can be experienced indirectly as "indirect discrimination", which refers to a law, policy or program does not seem to be discriminatory, but might have discriminatory outcomes when implemented, especially less fair to those with a certain "protected characteristic by law" (e.g. people with a

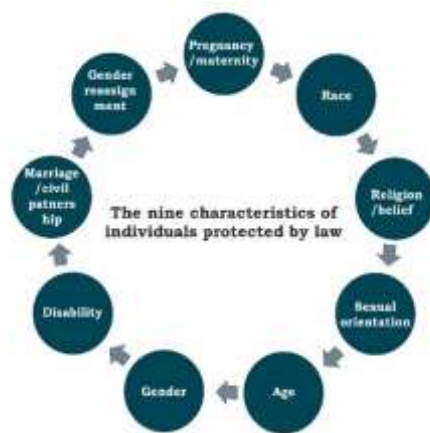
particular disability, pregnant women, or women with childcare responsibilities). However, according to Krieger (2014) discrimination does not merely occur through random acts of unjust treatment. Yet, it has been mentioned that workplace discrimination is the issue that the employer treats its employees differently, makes unfair decisions, and makes arbitrary practices specific to the individual, unless there are justified reasons and it also comprises of relations between individuals and organizations, involving privileges for members of dominant groups at the cost of deprivation for others. However, it has been highlighted that systemic unfair treatments or discrimination may occur in various forms and levels, depending on how it is expressed, by whom, and against whom including the forms of legal, illegal, overt, and covert discrimination, at the levels of organizational, structural, and interpersonal discrimination. Indeed, Okechukwu et al. (2014) stated that workplace discrimination, which is illegal and usually happens among coworkers, between employees and supervisors/employers, whether on purpose or by accident, is mainly related to the actions of organizations or individuals within them, setting unjust treatment, unfair terms and conditions that systematically deteriorate the motivation and productivity of individuals of a group to do their jobs. In fact, discrimination is harmful and perpetuates inequality because it is often prejudice based on notions of identity, and the urge to define with a certain group. Therefore, it can lead to division, hatred and even the dehumanization of other people because of their divergent racial or ethnic origin, and if anyone who faces discrimination based on identity, religion, gender or disability cannot take pleasure from his/her human rights or other legal rights on an equal basis with others.

To sum up, discrimination refers to treating a person or group with prejudice due to certain characteristics and this behavior can be either positive or negative. However, when discrimination is mentioned, it is generally understood in a negative sense. Finally, there are various kinds of discrimination, and this study primarily focuses on the workplace discrimination and its major types and the ways to tackle with the antecedents and its negative outcomes. Consequently, this paper provides a theoretical perspective on the workplace discrimination and discusses the major types of workplace discrimination in organizations. In the solution section, recommendations will be made to take steps on erasing the negative effects of workplace discrimination in organizations.

2. WORKPLACE DISCRIMINATION

Although people usually tend to treat people differently because of the peculiarities they possess, it is certain that everyone should benefit from equal rights, opportunities and responsibilities so understanding workplace discrimination is vital because it strikes at the very heart of human resources and the organization on the whole as well. Workplace discrimination, which is a pervasive issue and negatively influences beyond the victim, to all other employees of the workplace and the organization, leads to feelings of isolation, stress, and anxiety and it has destructive impacts on employee morale, well-being and professional growth in organizations. For instance, according to Xu and Chopik (2020), employees often experience workplace discrimination arising from various factors, such as their disability, physical appearance, age, gender, and race. Additionally, it has been underlined that workplace discrimination usually causes legal and economic costs in organizations, and it also has a profound effect on employees’ work attitude, their job and life satisfaction which is often linked to many physical and mental health problems (e.g. hypertension, headaches, sleeping disorder, reduced motivation and commitment, increased absenteeism etc.). Similarly, Rhead et al. (2021) stated that discrimination negatively impacts people’s both personal and professional lives no matter what form it takes, and workplace discrimination is related to psychological distress, anxiety and depression as well as poorer physical health and work efficiency. Besides, it has been mentioned that all of which are in turn linked to lower levels of job satisfaction and commitment, increased sickness absence as a result of feeling undervalued. Figure 1 displays the main characteristics of individuals generally protected by law against workplace discrimination:

Figure 1: The Main Characteristics of Individuals Generally Protected by Law Against Workplace Discrimination Steps



Source: Rhead, R. D. et al. (2021).

Furthermore, workplace discrimination is a common issue which undermines equality and perception of fairness in an organization. However, diversity, equity, and inclusion are vital drivers of required organizational change, development, and the future of human resource development. That’s why understanding and addressing different forms of discrimination at work is crucial for both creating and developing an inclusive, supportive work environment. Thus, this approach will help prevent from its antecedents and respond to its occurrence, hence, it will contribute to the development of a healthy and safe workspace and in this way, it will also reduce discrimination complaints and help an organization avoid violating discrimination laws. In addition, Han et al. (2022) claimed that much evidence unveils that perceiving oneself as a target of discrimination has negative effects for mental health because being the target of discriminatory acts jeopardizes mental health because it’s certain that discrimination is a major job stressor and it also hinders essential psychological resources like the sense of personal mastery, work for identity and self-esteem, which all make contributions to mental health. What’s more, perceptive discrimination usually happens based on various kinds of unfavorable treatment at work, and one of the most common areas of risk is through the recruitment process, in which individuals who are responsible for making hiring decisions to make stereotypical, prejudiced or biased assumptions about the candidates. According to Scheitle et al. (2023), perceiving workplace discrimination has considerable negative consequences for individuals in organizations and it also affects both the physical and mental health of employees in various ways. Indeed, people with mental health problems have limited productivity and job performance and commitment, especially in tasks demanding cognitive skills. Additionally, it has been argued that perceiving workplace discrimination is related to lower levels of job satisfaction, organizational commitment, employee morale and job efficiency. On the other hand, it has been highlighted that though the legislation of the Civil Rights Act of 1964 (Title VII) in the U.S prohibits managers/bosses or employers discrimination against individuals within the context of race, color, religion, gender or national origin especially through in hiring, promoting, and firing processes, workplace discrimination is still pervasive and the dark side of modern workplace exists because in 2020, 67,448 reports of workplace discrimination submitted to the U.S. Equal Employment Opportunity Commission. However, it only involves formal complaints and according to the survey, it was estimated that lots of victims and experiences of workplace discrimination go unreported.

To sum up, Rosetta et al. (2018) suggested that despite the laws protect employee rights in almost every nation, workplace discrimination remains a persistent problem in organizations. It has been underlined that discrimination really hurts mental wellbeing of employees because it is the unequal treatment of individuals or groups of individuals which usually leads to some groups being treated more favorably than others and if one group is treated less favorably, it can be inferred that a different group is treated in a more advantageous way. It has also been determined that discrimination can happen in various levels such as interpersonal, institutional, cultural, blatant, covert and subtle. Similarly, according to the report of released by International Labor Organization (ILO) (2024), the international labor standards have been declared by ILO and it has been stated that organizations must respect the principle of non-discrimination throughout their operations and organizations also should make qualifications, skill and experience the basis for the hiring, placement, training and improvement of their staff at all levels, and encourage and support suppliers to do likewise. Besides, it has been implied that international labor standards against workplace discrimination mainly include ethnicity, nationality, gender, religion, disability, age, trade union membership or activities and employees with parental status. Additionally, Figure 2 monitors the major areas of workplace discrimination in organizations:

Figure 2: The Major Areas of Workplace Discrimination in Organizations



Source: ILO, (2024).

In short, as Dhanani et al (2018) stated that workplace discrimination is often related to unfair treatments in employment depending on one or more legally protected categories and denial of training opportunities, promotions or exclusion and isolation by co-workers in organizations. It has also been mentioned that workplace discrimination leads to job stress, and it usually affects employee attitudes, behaviors, or health negatively. Ultimately, it has been concluded discrimination produces a toxic workplace

that is detrimental to everyone and it's difficult to stop discrimination at work especially when the individuals in organizations have outdated habits, mindsets, and practices.

3. THE MOST COMMON TYPES OF WORKPLACE DISCRIMINATION

Though violations of certain protected characteristics are prohibited by law roughly in all countries, workplace discrimination is still prevalent throughout the workforce in pretty much every industry. Along with workplace discrimination usually poses a threat to the organizational performance by forming a hostile work environment, it also impacts employees' career and their ability negatively to be productive. However, many people don't even recognize that they are exposed to any type of discrimination (e.g. insults, demotions, docked payrolls or blocked opportunities) at work until it is too late. In brief, this section discusses four common types of unlawful discrimination that employees may face in the workplace.

3.1. Race, Color, Ethnicity, or Nationality

This type of discrimination involves denying some individuals equal access to pay, promotion, benefits, and other work-related bonuses depending on their nationality, color, culture, ethnicity, or creed. It's certain that employment discrimination against individuals depending on race, skin color, national origin is strictly prohibited by law in almost every nation in the world, but violations of law are so prevalent especially when advertising jobs, during recruitment and selection processes, when making decisions about training, benefits, and promotion opportunities or termination of employment. First of all, Negreiros et al. (2022) stated that prejudice and discrimination, which are often studied in Social Psychology, have profound impacts on different social groups and prejudice, which is so common about color, nationality, religion, language, and ethnic origin of other people, is a negative evaluation of an individual's belonging to a group or about the group itself. Plus, it has also been underlined that prejudice mostly on race, ethnicity, color, or national origin comprises of intolerant and discriminatory behaviors and increases class and group conflict, deteriorates equality of services, and causes resentment that may lead to violence at work. Additionally, Hagelskamp and Hughes (2014) mentioned that racial/ethnic discrimination at work causes negative impacts not only for employees and but also their families, involving decreased job commitment, job satisfaction, employee morale which all may result in mental physical and health problems.

Plausibly, Relia et al. (2019) mentioned that the discrimination of race, ethnicity or nationality refers to both hate speech and crime which not only systemically and iniquitously assigns value depending on race, color, ethnicity, or nationality and but also influences the individuals negatively at workplaces especially through the processes of recruitment, firing, promotion, compensation, job training and employment decisions depending on stereotypes and assumptions about abilities, traits, or the performance of employees of certain ethnic and racial groups. It has also been defined that according to the records of Federal Bureau of Investigation (FBI) in 2018, this kind of discrimination is the largest type of hate crimes in the U.S. On the other hand, Rock and Grant (2016) emphasized the data of the A 2015 McKinsey report, which were obtained from 366 public companies, the organizations in the top quartile for ethnic and racial diversity in management have almost 35% financial returns higher than their industry mean, and the ones in the top quartile for gender diversity have likely to have 15% returns above the industry mean. To sum up, it has also been underlined that nonhomogeneous organizations are simply smarter and increasing workplace diversity will help organizations operate more productively as the diverse work teams will reexamine facts and try to remain more objective.

3.2. Disability

A disability is any condition that increases an individual's difficulty while performing specific tasks or gaining fair access within a society and it may be experienced in various forms such as cognitive, developmental, intellectual, mental, physical, sensory, or the result of several interrelated causes. In fact, they can all cause disabilities for the individuals and considerably limits a major life activity (e.g. walking, seeing, talking, hearing, learning etc.). However, workplace discrimination within the concept of disability discrimination occurs substantially based on blocking or denying certain individuals work-related opportunities or benefits based on their mental, physical etc. handicaps. Initially, Tillotson et al. (2023) claimed that one billion people live with a disability throughout the world, and it has been estimated that it is almost one person out of every seven. It has also been highlighted that though some disabilities are visible like physical ones, others are mental health issues including invisible disabilities such as chronic illnesses, eating and sleeping disorders and food or other allergies. Finally, it has been mentioned that according to the findings of a research study, 88% of employees with invisible disabilities prefer not to reveal their conditions at work to avoid stigma and discrimination and those who do not choose to disclose about long-term invisible disabilities are usually socially isolated in organizations, resulting in lower motivation, morale, and reduced performance.

Moreover, Osterud (2023) highlighted the report of the OECD that disabled people have consistently experienced considerable disadvantages, such as lower levels of employment rates than the general population, higher levels of rates of ill-treatment at work and lower levels of pay and job security. It has also been noted that the employment gap between disabled and nondisabled individuals is highly discussed in disability researches, and the reasons for this gap are not yet fully unveiled, however, the gap is a consistent global issue, though making too much investment in active labor market policies and adopting resolutions against work discrimination on disability. To sum up, Schur et al. (2017) concluded that individuals with disabilities have several obstacles

while trying to find jobs, and even those who do often earn less than those without disabilities. One of the main causes of the low income and high rates of poverty among individuals with disabilities is their poor work rates, which are prevalent both domestically and internationally. For example, in the United States, just 34% of working-age individuals with disabilities had a job in 2015, compared to 75% of individuals without disabilities. However, laws against disability discrimination have globally put into effect and as an example, The Americans with Disabilities Act (ADA) (1990) in the United States strictly prohibits discrimination against anyone based on related to a disabled person.

3.3. Gender Identity and Pregnancy or Parental Status

To start with, gender identity discrimination at workplace, which mainly includes treating individuals less favorably than another person in a similar situation based on their gender identity, is unlawful and prohibited by law nearly in all countries. Additionally, the rights of pregnant women, parental status and women with child responsibilities are the rights that cannot be violated or denied, and these fundamental rights are often protected by law globally. Hence, violations of such rights are regarded as undermining the fundamental principles of liberty and justice which usually lie at the base of all civil and political institutions and almost in all cultures throughout the world. Similarly, Oswald (2023) defined that gender discrimination is related to the unequal treatment of individuals based on their gender identity or expression and it has been underlined that though significant progress has been made throughout history, gender discrimination is still a prevalent issue at present. For instance, it has been highlighted that especially women have been put off using the right of education, employment, and political participation depending merely on their gender even recently and they are often paid less than men for doing the same job or are also less represented in leadership positions in organizations.

Similarly, Byron and Roscigno (2014) pointed out that despite its widespread illegality, pregnancy discrimination is a pervasive social issue which also involves gender-based employment inequalities based on job application and selection process, wages, employee benefits, or any other term or condition of employment. It has also been underlined that facing pregnancy or parental status type of workplace discrimination involves refusing to employ, failing to promote, or firing pregnant women after learning they are pregnant, or they have had a childbirth, or related medical conditions. Accordingly, Bose et al. (2020) mentioned the data which was obtained from International Labor Organization (ILO) dealing with the workplace discrimination of women with caregiving responsibilities in the labor market and it has been emphasized that women’s participation in the labor force is 27 percentage points lower than men’s throughout the world and wage gaps between men and women have been observed globally and women’s income is only 77% as high as men’s on average.

Last but not least, today, organizations face challenges of confronting numerous types of discrimination problem. Moreover, apart from the four major types of discrimination at workplaces, according to the ILO (2024), there are definite international labor standards addressing different kinds of workplace discrimination. Also, Table 1. highlights the common types of workplace discrimination depending on the Discrimination (Employment and Occupation), Convention, 1958, (No. 111) Article 1:

Table 1: Types of Workplace Discrimination Depending on the ILO Convention, 1958, (No. 111) Article 1

Discrimination includes	Definition
Race	Based on perceived racial differences, which causes various types of racial discrimination and harrasment.
Color	According to the U.S, Equal Employment Opportunity Commission (EEOC), racial discrimination is defined as "treating an applicant or employee unfavorably because they are of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features)" (U.S. EEOC, 2017).
Sex	A violation of the equality of rights and equal opportunities of people based on sexual and gender differences.
Religion	A bias against someone (a job seeker or an employee) because of his (her) religious beliefs; the restriction of people's rights based on their religious affiliation.
Political opinion	When an individual is treated unfairly, or is denied though having the same opportunities as others, because of their political beliefs, affiliation, or activity.
National extraction	Based on perceived national differences, which results leads to numerous types of ethnic discrimination.
Social origin	Discrimination occurs basis on the social origin raises the social exclusion and deprives those affected of prospects of development and self-fulfilment, in turn affecting overall economic development. It also threatens social cohesion and engagement.

Source: Alaverdov, T., & Chinchaladze, T. (2022); Snyder, C. R., & Schwartz, M. R. (2019); Lee, K. S., & Kent-Jensen, L. (2022); Council of Europe Report (2022).

4. SOLUTIONS

The aim of this article is not only to present a conceptual framework on workplace discrimination but also to provide a comprehensive perspective on its major types which are often experienced by the individuals in organizations. Today, despite constitutional and legislative protections globally against unfair discrimination at workplaces, workplace discrimination is still a pervasive issue which jeopardizes the workflow in organizations and lead to employee burnout and higher rates of employee turnover. In fact, Gloor et al. (2024) pointed out that workplace discrimination, especially on gender discrimination in organizations has moved underground because of increasing global awareness, changes in policies and laws, and social acceptance of protected groups since the 1960s. It has also been underlined that workplace incivility and unfair treatments obviously lead to a range of destructive effects for victims, bystanders, and the organizations. Therefore, only the leaders and the employees can play a vital role in defining and overcoming discrimination in all its forms. Consequently, Table 2. indicates the three major discrimination and the solutions to be made:

Table 2: The Three Major Discrimination Forms and the Suggested Solutions

Type of Discrimination	Suggested Solutions
Race, Color, Ethnicity, or Nationality	Treating an applicant or an employee unfavorably associated with his/her certain race, skin color, or certain ethnicity or nationality is one of the most common types of discrimination at workplaces. If any individual in an organization faces such discrimination, he/she mustn't be afraid to complain or truthfully report workplace discrimination. If any individual at a workplace believes that one of the forms of such discrimination is being applied to him/her, or if he/she has any concerns about this topic, they should seek legal guidance. Besides, management team should take steps to deal with these forms of discrimination by creating diverse training programs, acknowledging and recognizing a range of future religious and cultural holidays and mixing up teams from various people belonging different race, ethnicity, or nationality.
Disability	An individual is considered to be disabled if he/she has a 'physical or mental impairment'. First, if anyone has any of the conditions, they should talk about the details about their condition to the employers and managers in order to ensure that their rights are protected. Moreover, if they believe that they face disability discrimination at work, they should report forms of discrimination they face in writing and talk to HR specialists. Plus, employers and management team must take steps to overcome disability discrimination by employing and supporting disabled people. Acknowledging and raising awareness about disability and making the workplace more accessible.
Gender Identity and Pregnancy or Parental Status	First, gender identity is defined as a person's psychological identification as male or female. However, unless anyone is not bothered by anyone about his/her gender identity, everyone should accept people's gender identity and their preferences at the workplace. Furthermore, it is clear that pregnant women have limited mobility and pregnancy discrimination involves the discrimination of a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth and it can be toward applicants or current employees. And parental status discrimination is defined as a person who is treated unfairly, or is denied the same opportunities as others, because they do or don't have children. Asking a person at a job interview if they have children or refusing to employ a person without children is not fair. Therefore, employers and managers must deal with such discriminations by reminding staff of their responsibility not to discriminate against others, training their staff to recognize and understand discrimination and training their managers/supervisors to deal with gender identity and pregnancy or parental status discrimination complaints.

To sum up, it is obvious that, apart from these forms of workplace discrimination, there are numerous rarely discussed, or often ignored, stereotypes and biases in organizations. In fact, all common forms of discrimination can infiltrate practices, behaviors, and attitudes in organizations, each with potentially detrimental consequences for the employees and it will eventually deteriorate the workflow at workplaces and decrease the moral and productivity of the individuals. Indeed, Bobel et al. (2018) pointed out that workplace discrimination occurs if any employee experiences actions such as insults, demotions, docked payrolls, and blocked opportunities, due to their identities, age, health, or sex, race, color, ethnicity, or nationality etc., and finally discrimination in the labor market may unfavorably affect the economic performance of a country's economy as well.

5. CONCLUSION

To sum up, although there have been increased reforms on equality, diversity advocacy efforts aimed at eliminating all types of workplace discrimination in organizations recently, it is so prevalent that most people still experience unfair treatments at work.

Primarily, setting the standards to overcome the main barriers which are originated from workplace discrimination is very important because it can be costly to businesses in terms of time and money, morale, productivity, and reputation, so employers or leaders are also legally required to create environments free from sexual harassment, discrimination, and vilification. Thus, taking preemptive precautions to respond and prevent workplace discrimination, which often violates the rights of legally protected characteristics of people, is key to create a more just and equitable workplace for individuals. In brief, here are some general offers that can be made to tackle with the antecedents and effects of workplace discrimination as follows:

Sharing corporate anti-discrimination policies and rules beforehand: Not only should HR specialists and leaders set a good example, but they also need to ensure that all employees are aware of the policies and rules against discrimination in the organization. A code of conduct or employee handbook should be provided by the organization. Leaders have an obligation to write, communicate and explain the anti-discrimination policies to their staff succinctly and clearly and it is better to integrate this communication with other compliance training than to just provide a printed handbook. Moreover, issues and topics should be updated often to reflect new policies and procedures, as well as how to report instances of discrimination. Plus, introducing rules, laws and policies that promote inclusion and diversity in all aspects of organization plays an essential role both in overcoming the causes of workplace discrimination and creating of an organization that values and respects individuals regardless of their nationality, gender identity or expression.

Promoting organizational core values and organizational culture: Initially, compliant employee behavior can be motivated by a core value of integrity. Hence, employees are more inclined to follow strong moral standards and a value system if their leadership embodies them and they will see the benefits of compliance and anti-discrimination training in fostering a culture of safety and support inside the workplace. However, workplace discrimination can also be prevented by embedding the core values into company culture by integrating the employees into training, performance evaluations, recognition programs, and decision-making processes.

Encouraging an atmosphere of civility, respect, and safety: It's obvious that creating a civil culture in organizations can't be accomplished overnight. But first, hiring individuals who conduct themselves with civility is very important and every employee in an organization should be able to explain the core values in addition to simply reciting them. Additionally, coaching leaders and employees on how to be civil and respectful of others also facilitates to build a more civil workplace.

Educating both employees and leaders about discrimination: Encouraging employees to be considerate of one another's differences is important and providing leaders with training on how to handle workplace prejudice will help leaders build a culture of respect to different beliefs, expressions and values in organizations. In short, leaders can be better leaders if they learn about types of unacceptable behaviors and unfair treatments in organizations and what to do best about it. Finally, informing employees of the possible outcomes of workplace discrimination, which include potential lawsuits by keeping employees informed and up to date information about the discrimination issues through face-to-face training or using visual aids in common areas to develop anti-discriminatory practices can raise the awareness of the employees on the effects of workplace discrimination.

Last but not least, taking action to tackle the root causes of discrimination, involving challenging stereotypes and uncivil behaviors that underpin workplace discrimination is hard to start but it's so essential that steps must be taken toward the prevention of discrimination in the workplace for fostering more egalitarian workplaces, otherwise it will gradually poison a safe and healthy work environment. Finally, it can be inferred that prejudice is the one of the major underlying causes of discrimination, so every individual should seek the ways of getting rid of their own prejudices and must celebrate diversity with thoughtful inclusion. Additionally, as Ros and Thoybi (2017) cited famous saying of Victor Hugo, "It is ourselves we have to fear. Prejudice is the real robber, and vice the real murderer", everyone should be respected, valued, and accepted while being their authentic selves.

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