

## DISCRIMINATION IN BUSINESSES: A STUDY WITH CASE STUDIES

### İŞLETMELERDE AYRIMCILIK: ÖRNEK OLAYLAR İLE BİR İNCELEME

Artür Yetvart Mumcu<sup>1</sup>

#### Öz

Ayrımcılık hem toplumlara hem de işletmelere zarar veren, istenmeyen bir durum olmasına rağmen yine de çok farklı şekillerde uygulanmaya devam etmektedir. Bu uygulamalar uzun dönemde maddi ve manevi birçok olumsuz etki yaratmaktadır. Ayrımcılıkla mücadele konusu işletmelerde özellikle ele alınmakta ve olumsuz sonuçları için çözüm yolları ortaya konulmaya çalışılmaktadır. Bu mücadele kapsamında araştırmada işletmelerde ayrımcılığın farklı boyutları tanımlanmış ve analiz edilmiştir. Araştırmada işletmelerde ortaya çıkan geçmişten günümüze ayrımcılık çeşitlerinin literatür kaynaklı incelenmesinin yanı sıra işletmelerde mevcut ayrımcılık davranışları tespit edilmeye çalışılmıştır. Literatürdeki ayrımcılığın çeşitli türleri, cinsiyet, yaş, etnik köken, cinsel yönelim, engellilik durumu gibi farklı kategorilerdeki ayrımcılık biçimlerini içermektedir. Araştırmada bu farklı ayrımcılık türlerini iş dünyasındaki deneyimlerle ilişkilendirerek işletme çalışanlarının bu tür ayrımcılıklara nasıl maruz kaldığını ortaya konulmuştur. Bu kapsamda 38 beyaz yakalı çalışana mülakat yöntemi ile yarı yapılandırılmış sorular sorulmuştur. Katılımcıların deneyimleri analiz edilirken, ayrımcılığın iş yaşamına olan etkileri ve işyerlerindeki çeşitlilik ve eşitlik politikalarının etkinliği gibi önemli konular da göz önünde bulundurulmuştur. Sonuç olarak bu araştırma işletme çalışanlarının farklı ayrımcılık türleriyle nasıl başa çıktıklarını ve iş yerinde daha adil bir ortam oluşturmanın yollarını anlamamıza katkı sağlamaktadır. Bu araştırmanın ayrımcılıkla mücadele stratejilerini geliştirmek ve iş dünyasında daha eşitlikçi bir ortam oluşturmasına katkı sağlaması beklenmektedir.

**Anahtar Kelimeler:** Ayrımcılık, Örgütlerde Ayrımcılık, İşletmelerde Ayrımcılık

**JEL Sınıflandırılması:** J71, J15, J16

#### Abstract

Although discrimination is an undesirable situation that harms both societies and businesses, it continues to be implemented in many different ways. These practices create many negative effects, both material and morale, in the long term. The issue of combating discrimination is specifically addressed within businesses, where efforts are made to propose solutions for its negative consequences. Within the scope of this struggle, different dimensions of discrimination in businesses were defined and analyzed in the research. In the research, in addition to examining the types of discrimination that have emerged in businesses from past to present, based on the literature current discriminatory behaviors were also identified in businesses. Various types of discrimination in the literature include forms of discrimination in different categories such as gender, age, ethnicity, sexual orientation, and disability. By associating these different types of discrimination with experiences in the business world, the research reveals how business employees are exposed to this type of discrimination. In this context, semi-structured questions were asked of 38 white-collar employees using the interview. During the analysis of the participants' experiences, significant issues were considered, including the impact of discrimination on business life and the effectiveness

<sup>1</sup> Dr.Öğr.Üyesi, T.C.İstanbul Kültür Üniversitesi, İ.İ.B.F., [a.mumcu@iku.edu.tr](mailto:a.mumcu@iku.edu.tr), ORCID: 0000-0002-2276-0145.

of diversity and equality policies in workplaces. As a result, this research contributes to our understanding of how business employees deal with different types of discrimination and ways to create a fairer environment in the workplace. It is expected that this research will contribute to improving anti-discrimination strategies and creating a more egalitarian environment in the business world.

**Keywords:** Discrimination, Discrimination in Organizations, Discrimination in Business

**JEL Classification:** J71, J15, J16

## 1. Introduction

An important aspect of business ethics from the perspective of business science is discrimination. As noted by Malik and Perona (1990), the concept of discrimination is first introduced to us in our educational journey and then in our teaching lives. The most significant factor shaping our teaching process is the education we receive initially from our families and subsequently from our school life. The approach of families towards their children forms the foundation of this process. According to Daly (1987), the first form of discrimination in families is between boys and girls, and children are raised with this mindset.

These prejudices formed at a young age affect people's entire lives and professional business lives. Since discrimination is a factor that directly affects the performance of the business, it is observed that the studies that have been carried out continue to maintain their importance from the past to the present. In addition to the fact that business ethics issues in businesses are addressed in many studies, research is increasing day by day and gaining importance as a result of the increase in discrimination-related incidents all over the world and the polarization in societies, especially racism and discrimination against women (Lang & Spitzer, 2020)

Discrimination, which has been addressed in many aspects until today, has increased awareness in direct proportion to the awareness of societies in recent years, but it has not been able to make progress at the same rate as awareness in practice. Discrimination is becoming more evident in societies and countries every day. Discrimination, which escalates to countries blocking entry to each other's borders, suspending visa applications, and boycotting each other's products, also negatively affects societies and business order (Rosenberg, 2023; Shedlin et al., 2014).

Today's business world has a complex structure and is becoming more complex every day. In this business world, the importance of differences and diversity is increasing. However,

unfortunately, many organizations still have to struggle with organizational discrimination which refers to the situation where a person is treated unfairly in the workplace because of their gender, race, age, sexual orientation, disability, or other characteristics.

This article aims to examine why organizational discrimination is still a major problem in the business world and the effects of this problem in workplaces. There is much research showing that organizational discrimination has negative consequences not only for individual employees but also for organizations. Organizational discrimination can negatively impact an organization's success and demotivate employees. Additionally, it can lead to legal and ethical problems because it violates the principles of justice and equality. Therefore, combating organizational discrimination in the business world not only improves the well-being of employees but also contributes to the sustainable success of organizations (Köllen, 2021).

For this reason, this study aims to precisely define discrimination and elucidate its consequences more clearly, taking into account contemporary conditions. Defining discrimination correctly is an important first step. It will be possible to create accurate awareness on a sensitive issue such as discrimination by improving the detection of discrimination committed consciously or unconsciously by individuals, businesses, and even state administrations, and revealing the negative effects of its consequences on individuals, businesses, and societies (Grant, 2013).

The research will also focus on the roots, types, and consequences of organizational discrimination in the business world, and will try to develop a scientific understanding of how this problem can be prevented and reduced. The research emphasizes that organizational discrimination is an important problem in the business world and that a scientific perspective is needed to understand and solve this problem. In the following sections, we will provide more detailed information about the causes, types, effects, and solutions of organizational discrimination and discuss what can be done to overcome this problem.

Studies to be carried out in this direction will provide a summary and guide for researchers who are particularly interested in the subject and will contribute to understanding the mutual harm that discrimination causes to individuals and societies.

## **2. Literature Review**

### **2.1. Discrimination and Classifications Related to Discrimination**

As with many concepts, it is very difficult to make a single and universal definition of discrimination (Vandenhoele, 2005). International declarations of fundamental human rights are the first written sources for a universal expression of discrimination. However, these resources are not entirely sufficient to define discrimination comprehensively. Declarations focus on how discrimination should be prevented. Article 26 of the International Covenant on Civil and Political Rights, which remains valid, prohibits all forms of discrimination and provides everyone with equal and effective protection against discrimination on any basis such as race, color, sex, language, religion, political or other opinion. Another declaration, Article 14 of the European Convention for the Protection of Human Rights, recognizes all rights and freedoms regardless of sex, race, color, language, religion, political or another opinion, national or social origin, association with a national minority, property, birth or another status. The common problem in these declarations is the question of what discrimination itself is.

In the definitions, it is seen that the reactions they experience from the actions, practices, or policies based on a social group consist of opposing practices. However, the first point that needs to be clarified here is that these groups must be socially distinct (Lippert-Rasmussen, 2006). Therefore, groups based on race, religion, and gender qualify as potential grounds for discrimination in any modern society, but groups based on the length of a person's toenails are typically frowned upon (Altman, 2011).

Discrimination against individuals, then, is necessarily directed at their membership in a particular type of social group. However, it is also necessary for discriminatory behavior to impose some kind of disadvantage, harm, or injustice on those toward whom it is directed. In this context, the US Supreme Court decision in *Brown v. Board of Education* was a landmark opinion in the Board of Education case that de jure racial segregation in public schools was unconstitutional. The Court stated in 1954 that law enforcement tended to retard the educational and mental development of black children and deprive them of some of the benefits they would receive in the school system. Therefore, the court ruled that segregation amounted to illegal discrimination

against black children. The Supreme Court, the top court in the USA, has expanded this definition to include practices that are neutral but have an unfair justification (Horn, 1971).

Discrimination refers to unfair differential treatment of individuals based on group membership (Merton, 1972). Discrimination consists of actions, practices, or policies that disadvantage individuals based on their membership in a social group. Discrimination is conceptualized as intentional or spontaneous different treatment and unjustified different restrictions (Reskin, 2012).

In this section of the study, concepts related to discrimination will be defined using literary sources, aiming to establish a framework pertinent to our subject. Initially, fundamental categorizations of discrimination, including direct and indirect forms, harassment, social exclusion, discriminatory instruction, and multi-ground discrimination, will be examined. Subsequently, the discussion will extend to the various implementation methods of these types.

### **2.1.1. Direct Discrimination**

Direct discrimination is when laws, rules, or practices explicitly exclude or favor certain individuals simply because they are members of a particular group. For example, stating in job postings that people over a certain age should not apply is direct discrimination. It can be said that direct discrimination can be determined much more easily than indirect discrimination (Nayler, 2003)

It refers to the unequal treatment of a person, group, or segment of society due to differences in belief, language, religion, or ethnicity and similar differences. Different treatment; It includes a wide range of forms of discrimination, starting from openly mocking, humiliating, or slandering, to disseminating hate speech that incites discrimination against these groups (Çelenk, 2010).

The intention or effect of preventing or making it difficult for a person or group to enjoy and exercise human rights and freedoms on an equal basis with others in the same or similar position, based on one of the prohibited grounds of discrimination (language, ethnic origin, sexual orientation, disability, etc.). any difference, exclusion, limitation, or preference having.

Here, different treatments create more negative consequences for one or some of the people in the same or similar position or give rise to the possibility of such a result (Gül & Karan, 2011).

### **2.1.2. Indirect Discrimination**

Although indirect discrimination appears neutral, in practice it appears as rules, procedures, or practices that affect members of a certain group (Baybora, 2010).

Differential treatment of certain groups of workers in terms of benefits or payments is also part of indirect discrimination. If there is no discriminatory practice or criterion, or if no significant discriminatory effect can be seen, or if there is an objective business or management-related justification for the practice, then there is no violation. It may be difficult to prove the existence of indirect discrimination (Hepple, 2001)

This type of discrimination refers to attitudes that are difficult to detect and that discriminate against certain groups in terms of their consequences through indirect forms of expression. However, another situation that can be considered indirect discrimination is related to "ignoring". In the case of ignoring, nothing is done through word or action. However, discrimination stems from this very absence (Çelenk, 2010).

### **2.1.3. Social Exclusion (Keeping apart)**

The birth of the concept of social exclusion took place in France in the 1960s. During this period, social actors referred to the poor as ideologically and implicitly excluded. The concept of exclusion is often used together with terms such as underclass, poverty, inequality, alienation, disconnection, and deprivation (Sapançalı, 2005). As a general definition, social exclusion is the inability of some individuals and groups to access the civil, political, economic, and social rights that enable the individual to integrate with society (Walker & Walker, 1997).

Social exclusion is also defined by De Haan as the opposite of social integration and cohesion, which reflects participation in society or being accepted as a part of society. Within the framework of this definition, social exclusion occurs when all individuals and groups in society cannot access what we accept as society or cannot realize their full potential (Haan, 1998).

#### **2.1.4. Discrimination Instruction**

A discrimination order is an act of victimization (Genel Eşit Muamele Yasası (AGG) Rehberi, 2010). Employment Equality Directive art. According to 2/5, “1. It has been stated that an instruction to discriminate against individuals based on one of the grounds mentioned in the article will be considered discrimination (Gül & Karan, 2011).

It refers to the instruction given by a person to discriminate against persons authorized to take actions and transactions on his/her behalf or by a public official to those under his command regarding the performance of a public duty (Korkut, 2009).

Discrimination instruction is the order of the employer to his representative or surrogate, or in the public sector, the superior manager's subordinate manager, to observe different treatment against a certain individual/group of individuals. Accordingly, any instruction to treat a person less favorably in recruitment, promotion, vocational training, or dismissal based on race or ethnicity, gender, religion or belief, age, sexual orientation, and disability will be considered discrimination (Yücel, 2016 (Yücel, 2016).

#### **2.1.5. Discrimination on Multiple Grounds**

Another type of discrimination other than the types of discrimination mentioned above is multiple discrimination or intersectional discrimination. Although not included in the directives, multiple/intersectional discrimination covered in the discrimination literature occurs on more than one basis. In multiple/intersecting discrimination, it is often difficult to determine on what basis the discrimination occurs. For example, the failure to hire a woman of African descent may be due to her gender, skin color race, or national origin, or to some or all of these characteristics. In addition, Directive 2006/54/EC considers less favorable treatment of women due to pregnancy and maternity leave as discrimination. (Yücel, 2016).

#### **2.2.Types of Discrimination in the Organizational Field**

In this section of the study, the fundamental types of discriminatory behavior, extensively discussed in the literature, will be articulated.

### **2.2.1. Harassment ( Mobbing )**

Psychological harassment in the workplace, or mobbing as it is called in English, is a complex, multi-dimensional, and multi-disciplinary issue that has been experienced since the existence of working life but is avoided to be revealed due to the necessity of human nature, almost kept unknown. It is known that the English term mobbing was first used by biologists in the 19th century to describe the behavior of birds flying around attackers to protect their nests (Szego, 2007)

The concept of harassment in working life includes meanings that refer to all kinds of behaviors such as maltreatment, threats, violence, and humiliation systematically applied to individuals in the workplace by their superiors, equal-level employees, or subordinates. Harassment manifests itself with disturbing behavior, begins to hurt as time passes, and events accelerate in a spiral; It is a process consisting of various stages. In this process, it is of great importance to recognize the signs that indicate harassment. In addition, the actors taking part in the process should be defined within certain groups (Tınaz, 2006).

To understand the harassment process, it is essential to initially identify the behaviors occurring in the workplace that contribute to harassment. Although some of these behaviors may be seen as purely negative, others may simply occur as normal interaction behaviors. This type of behavior can be tolerated for once, or it can be understood assuming that the person doing the behavior is having a bad day that day. However, if these behaviors are repeated systematically over a long period, their meanings change and turn into intentional harassment (Tınaz, 2006). 45 different symptoms have been identified that may suspect the existence of a harassment process in the workplace (Leymann, 1996). Later, in addition to these, they defined 39 more symptoms (Ascenzi & Bergagio, 2000). These symptoms cover many characteristics of the employees in the workplace, such as their gender, race, preferences, appearance, and thoughts. The main types of discrimination in businesses, which have been reached as a result of many scientific research and examinations, are listed below.

### **2.2.2. Nepotism**

Nepotism is one of the important problems encountered in both public organizations and business organizations (Bayhan, 2002). The concept is generally perceived as expressing a negative situation. It is stated in various studies that the concept of nepotism comes from the Latin word " Nepot " and its English equivalent is Nephew (nephew). The reason and origin of the broad negative connotation of the word nepotism lies in the tendency of some Popes during the Renaissance to find high-level jobs for their nephews without considering their qualifications. It is known that the damage this practice caused to the effectiveness of the church and the morale of people who were not nephews at that time was effective in the negative perception of the concept (Ford & McLaughlin, 1985).

The concept of nepotism refers to the situation of providing employment opportunities for one's relatives and family members, regardless of their abilities, by using one's power and authority (Karakas & Çak, 2007).

It is seen that the concept of nepotism is sometimes used synonymously with the concept of favoritism in Turkish. However, the concept of favoritism is broader than the concept of nepotism and includes different types. Among these, beyond the nepotism of relatives included in the definition of nepotism, forms of favoritism based on similarities such as being friends, fellow citizens, being from the same school, being of the same origin, and having the same political views come to the fore. In the literature, the term " chronism " is mostly used for favoritism towards acquaintances and friends; the term "patronage" is for political and religious partisanship; The term " clientelism " is used (Aközer, 2003).

### **2.2.3. Positive Discrimination**

Positive discrimination is the name given to all the policies, strategies, methods, and practices developed in favor of disadvantaged groups of people in a society. Positive discrimination practices aim to ensure that disadvantaged people receive preferential treatment in business and educational life. In literature and practice, alongside the notion of positive discrimination, other concepts such as affirmative action, reverse discrimination, and preferential treatment are also commonly discussed. In this context, religious, ethnic, and racial minorities, especially women,

can be cited as examples of groups subject to positive discrimination practices (Karakaş & Çak, 2007).

Various positive discrimination practices can be examined under five headings according to the benefit privilege provided by the measures taken to disadvantaged groups (or, in other words, the severity of discrimination suffered by non-disadvantaged groups) (Oppenheimer, 1995).

The first of these, quota practices, involves allocating a certain portion of open positions in a business or educational institution to disadvantaged groups. In this case, people who are not included in the disadvantaged group will not be able to apply for the positions allocated to this quota. Secondly, when it comes to preferential recruitment in employment or educational institutions, a position is open to everyone's application, but if a disadvantaged person applies, he/she will be given priority. In the third place, some programs aim to bring the female-male ratio of institutions to a certain number within a certain period in certain educational or professional sectors, or (as a milder measure) to regularly determine and record the female-male ratio in a particular institution. It is quite difficult to include the practices in groups four and five within the concept of positive discrimination, which is discussed in the context of this study. When we look at the USA which is one of most labor markets among developed countries, it is possible to position these practices at the intermediate point between the liberal understanding of equality and non-discrimination and positive discrimination (Sowell, 2004).

#### **2.2.4. Sexual Discrimination**

They are stereotypes shared about the characteristics of men and women. These stereotypes help to empower men and maintain their power when men are characterized by high-status roles and women by domestic and low-status roles. Competitive gender differentiation constitutes the hostile dimension of this ideology and is based on the idea that men will gain strong self-confidence by believing that they are better than them, through their negative stereotypes about women (Ayan, 2014).

The discrimination that women are exposed to is not only socially limited, it is also politically supported. Fertility is subsidized to obtain cheap labor by increasing the country's young population and increasing the young population, which is the largest consumer of the

population. While women's fertility is supported in these decisions taken in line with the interests of the country, their separation from business life and their inability to progress in their careers cannot be compensated. This situation causes women to become victims of the sexist approach in society.

In addition to the discrimination faced by women, the discrimination faced by people with homosexual and bisexual preferences is also evaluated under this heading. Since the American Psychiatric Association removed homosexuality and bisexuality from its list of mental illnesses in 1973, researchers have focused on the causes of sexual prejudice. Studies indicate that negative attitudes toward homosexuals are related to gender roles, stereotypes, and sexist attitudes (Kite, 1984).

#### **2.2.5. Racial Discrimination**

By the provisions outlined in the Convention on the Elimination of All Forms of Racial Discrimination, the phrase "racial discrimination" is defined as follows: It encompasses any action, whether intentional or consequential, that serves to diminish or undermine the acknowledgment, exercise, and enjoyment of human rights and fundamental freedoms across various spheres, including political, economic, social, cultural, or any other aspect of societal life. Specifically, racial discrimination refers to any differentiation, exclusion, limitation, or preference that is founded upon race, skin color, lineage, or national or ethnic origin. (Law on the Approval of the Ratification of the International Convention on the Elimination of All Forms of Racial Discrimination, 2002).

Taking advantage of human differences and accepting people as they are is gaining importance in increasing efficiency in social and business life. Toy (2011) pointed out that acting together with diversity is an important element, accepting each ethnic structure as it is and directing them to the same horizon and common future with their own identities, without discrimination. Differences bring many benefits to society. (Temizel et al., 2008).

#### **2.2.6. Religious Discrimination**

Religious discrimination includes discrimination based on religion, sect, and belief. Questions regarding the religious beliefs of job applicants or current employees, as well as their behavior,

conversations, meals, meetings, etc. Considering people in invitations in a way that affects their situation means that there is discrimination (Demir, 2011).

In their research conducted in Ireland, the authors report that religious discrimination prevalent in social life extends to the workplace, with a particular emphasis on the negative impacts of the Catholic-Protestant divide. The most obvious examples of religious discrimination are seen when job applications from Protestants are rejected in the Republic of Ireland and Catholics are rejected in Northern Ireland. Particularly in the Republic of Ireland, classification as Catholics or members of other religions shows that there is religious discrimination (Russell et al., 2008). According to the ILO (2007) working report (Organization & Director-General, 2007) it is difficult to say that the initiative taken by businesses in Northern Ireland in the 1990s to prevent Catholic-Protestant discrimination is fully implemented today (McCrudden et al., 2004).

### **2.2.7. Age Discrimination**

There is an aging of societies due to changes in the demographic structure of industrialized countries. Because old age affects a large number of people, it is not related to a small minority or a specific period. It can be considered a serious social problem (Thompson et al., 1986).

Eurolink defined age discrimination as "the concept of age discrimination is applied in cases where the use of age for discrimination is unfair and where older workers are treated unfairly" (Büsch & Königstein, 2001). Age discrimination is not a new phenomenon. There have been discussions about age discrimination in employment in both America and England since the 1920s and 1930s (Macnicol, 2006).

Age discrimination was prevalent especially in the 19th century, in the period after the Industrial Revolution, when there were fundamental changes in working conditions. Since the working conditions during this period were not particularly suitable for older workers, older workers were dismissed even though they had worked for many years as a result of their inability to meet the demands of production. 50-year-old workers who were laid off in this way faced great difficulties in finding another job (Walt, 2004).

### **2.2.8. Disability Discrimination**

Discrimination based on disability covers all kinds of discrimination, exclusion, or restriction based on disability in the exercise or enjoyment of human rights and fundamental freedoms fully and on equal terms with others in political, economic, social, cultural, civil, or any other field. Disability-based discrimination covers all kinds of discrimination, including failure to make reasonable accommodations (Gül & Karan, 2011).

### **3. Method**

Interview, a qualitative research method, was used in the research. Face-to-face interviews were preferred because the research topic is a subject that people may feel sensitive about. First of all, it is explained which behavior in the workplace is within the scope of discrimination. They were also asked to question discrimination not only within themselves but also within the context of the events taking place around them. In this way, the samples were allowed to express through others the discrimination they experienced but were reluctant to express. Using the convenience sampling method, semi-structured questions were asked to 38 white-collar business employees in Istanbul, Turkey. Participants were read about the types of discrimination and were asked about any discrimination they had experienced or witnessed regarding these definitions. The types of discrimination read to the participants were created from the literature-based definitions above. Finally, they were asked whether they had been exposed to or witnessed any discrimination other than these types of discrimination.

### **4. Results**

A total of 38 business employees participated in the research. These employees have at least 10 years of business experience. There are 2 disabled participants, 2 women and 1 man. 16 of the participants are women and 22 are men. At least 2 examples of each discrimination were found in the research. As a result of the research, it was seen that all employees were exposed to or witnessed discrimination at least twice. It was not questioned whether he was exposed or witnessed it. Another finding is that the majority of the participants stated that they witnessed the discrimination they mentioned rather than being exposed to it.

Case studies obtained as a result of the interviews are presented below under the themes of types of discrimination obtained from the literature.

**Table 1:** Direct discrimination

<i>"The business limits female employment to certain levels due to pregnancy leave and the obligation to provide a nursery in the business, and strives not to exceed this limit."</i>
<i>"In an institution or a public facility, there is access/exit/toilet, etc. suitable for disabled people. infrastructure is not allocated."</i>
<i>"The company that makes international purchases does not even accept applications from citizens of certain countries."</i>

**Table 2:** Indirect discrimination

<i>"Although there is no official obstacle for women to rise to certain management levels in a workplace, no women are employed in these levels. "</i>
<i>"In recruitment to the institution, candidates are selected from people of a certain region or city, regardless of their competencies."</i>
<i>Assigning only people with certain physical characteristics to privileged departments, even though they are not required for the job to be done."</i>

**Table 3:** Social Exclusion (Segregation)

<i>"There are political/intellectual/belief etc. opinions other than what is common among the employees of the institution. "The person with these preferences should not be included in any conversation by other employees in the workplace or invited to any activities outside of work."</i>
<i>"Lack of an elevator/disabled ramp to the cafeteria of the institution."</i>
<i>"Sending overtime to undesirable person(s) every time on the day and time of the institution's social event outside of working hours."</i>

**Table 4:** Discrimination instruction

*"There is a certain attitude in the institution that an employee who starts working in the institution as a result of a central qualification level and examination and merit is made to do the most undesirable work by his superiors."*

*"The supervisor, who set many different criteria in the recruitment announcement of the daughter of his neighbor, whom he wanted to employ in the institution, was forced to hire a person who met these criteria at a higher level, resulting in hostility and harassing working conditions towards the hired person."*

**Table 5:** Discrimination on multiple grounds

*"A person who has just started a new job in the organization is hard-working and disciplined, but is a newly graduated, black and female employee, is subjected to many different discriminations by her colleagues due to her inexperience, being a woman and being black, and her superiors at the workplace do not want to put the team at risk due to this situation. "dismissing the person with the excuse."*

*"After learning that a disabled employee has a different political opinion than the general organization, his superiors at the workplace decide that the person's physical disability may prevent him from doing this job and send him to a different and distant department."*

**Table 6:** Harassment (Mobbing)

*"A superior constantly giving instructions to his subordinate with command sentences and constantly exhibiting humiliating attitudes among other employees."*

*"Disturbing the employee by constantly showing interest or criticism towards a subordinate in the workplace, unlike other employees, applying psychological pressure, and preventing the person from doing his job."*

*"Exhibiting sincere behavior that is inappropriate for the workplace, making hand jokes that will negatively affect employees' motivation for work."*

*"Late payment of salaries."*

*"Rearranging the office layout in a way that particularly disturbs certain employees."*

**Table 7:** Nepotism

<i>"The supervisor appoints people who are his relatives to positions with better working conditions compared to other positions in the workplace."</i>
<i>"During the interviews for new personnel to be recruited to the institution, the member of the board of directors calls the authorized person in the human resources department of the institution, says that he is a relative of one of the candidates, and instructs that candidate to be hired."</i>
<i>"In addition, the peace and welfare of our country have been endangered by the terrorist organizations and some communities that have deeply injured our country in recent times, by ensuring that only their supporters hold critical positions in both the state and private sectors. "</i>

**Table 8:** Positive discrimination

<i>"By law, businesses over a certain size limit are required to employ a certain percentage of disabled and convicted people."</i>
<i>Efforts are being made to increase limited job opportunities by creating disabled staff in companies ."</i>
<i>"Many businesses are working to increase the number of women working in the workplace to create positive impressions in society. "Enterprises that pursue this goal also prioritize the employment of women in new recruitment."</i>
<i>"People born in the same city are given priority in some positions in businesses."</i>
<i>"Giving priority to graduates of certain universities in recruitment in businesses"</i>

**Table 9:** Sexual discrimination

<i>"The female employment rate in private and public institutions in Turkey is still at very low levels. There is a male-dominated population, especially at upper management levels. The rate of female senior managers is still below 30% in the world."</i>
<i>"Today, while men can still wear whatever clothes they want, women can be discriminated against just because of their clothing choices."</i>
<i>Using women's marital status and childbearing potential as evaluation criteria in recruitment."</i>

**Table 10:** Racial Discrimination

*"It is still the case that in many businesses and public institutions around the world, people from different backgrounds cannot take part in senior management positions, even though they do not have an official basis."*

*"Today, in addition to requiring visas for people from a certain country or origin to enter their country, there are countries that practice blatant origin discrimination to the extent that they do not even accept visa requests."*

*"There is a perception that the employee is prone to crime due to being a citizen of a certain country."*

**Table 11:** Religious Discrimination

*It is observed that in many businesses and public institutions, people who do not practice religious rituals, such as fasting during fasting periods and going to places of worship during prayer hours, are excluded from the business, or are discriminated against by other employees because they perform these religious rituals.*

*It is also observed that in some businesses, pressure is applied to employees for belief rituals that are accepted throughout the institution.*

**Table 12:** Age Discrimination

*"Not trusting or even rejecting the ideas put forward by people who have little experience or are younger than other employees, both in businesses and in society, without questioning is also an observed type of discrimination."*

*"Career mobility of people over a certain age is limited by setting age limits in job postings in many businesses and public institutions. "Applications are not even accepted based on age."*

**Table 13:** Disability Discrimination

*"Infrastructures that need to be established for disabled employees in businesses are seen as unnecessary expenses, so these expenses should be avoided by not employing disabled workers."*

*Providing employment opportunities for disabled people in very limited occupational groups."*

*"The limited coverage of disabled people in vocational training and the difficulties experienced in accessing training."*

## 5. Conclusion and Evaluation

As a result of the research, it was seen that all employees within the sample were exposed to or witnessed at least 2 forms of discrimination. The fact that no one has been exposed to or witnessed discrimination supports the importance of this issue. It is necessary to raise awareness about discrimination and take precautions within the scope of communication and management of internal relations for the institution, which is a very important element for the performance and development of businesses (Heilman & Caleo, 2018).

The question of whether the employee was exposed to discrimination or witnessed it was not specifically questioned in the research. It was thought that this questioning should not be made to avoid hesitation in the participant's answers on such a sensitive issue. Although this is a limitation, it is an approach to increase reliability. In the process of interpreting the research findings, similar discrimination incidents were combined in the responses. In this way, the approach of coding under the headings (themes) obtained from the literature was followed employed. In this manner, the findings were interpreted by concentrating on the primary types of discrimination recognized in the literature.

As a result of the research, it was observed that women were mostly exposed to different types of discrimination. It has been concluded that there is discriminatory behavior against women on multiple grounds, including Direct and Indirect, and types of discrimination such as social and sexual discrimination. This situation, which prevents women from advancing in business life and gaining fair working conditions, is an important problem in many countries (Pokharel, 2008). Discrimination hinders women's efforts to exist in businesses by ignoring the possible contributions of women, who constitute half of the workforce of countries, to the economies (Bible & Hill, 2007).

A limitation of the study is the lack of a sample specifically determined according to the type of discrimination, given its aim to explore examples of discrimination experienced broadly. Conducting discrimination-specific research and selecting samples specific to the discrimination being discussed in future studies may provide more detailed results.

## References

- Aközer, M. (2003). Kamuoyu gözüyle kamuda yolsuzluk. *Görüş Dergisi*, 57, 14–22.
- Genel Eşit Muamele Yasası (AGG) Rehberi, Çevrimiçi) [http://www.antidiskriminierungsstelle.de/SharedDocs/Downloads/DE/publikationen/agg\\_wegweiser\\_tuerkisch.pdf](http://www.antidiskriminierungsstelle.de/SharedDocs/Downloads/DE/publikationen/agg_wegweiser_tuerkisch.pdf) (2010).
- Altman, A. (2011). Discrimination. In E. N. Zalta (Ed.), *Stanford Encyclopedia of Philosophy* (Winter 202).
- Ascenzi, A., & Bergagio, G. L. (2000). Mobbing, marketing. *Sociale Come Strumento Per Combatterlo, Torino*.
- Ayan, S. (2014). Cinsiyetçilik: Çelişik duygulu cinsiyetçilik. *Cumhuriyet Medical Journal*, 36(2), 147–156.
- Baybora, D. (2010). Çalışma yaşamında yaş ayrımcılığı ve Amerika Birleşik Devletleri'nde yaş ayrımcılığı düzenlemesi üzerine. *Çalışma ve Toplum*, 1(24), 1–30.
- Bayhan, V. (2002). Demokrasi ve sivil toplum örgütlerinin engelleri: Patronaj ve nepotizm. *CÜ Sosyal Bilimler Dergisi*, 26(1), 1–13.
- Bible, D., & Hill, K. L. (2007). Discrimination: Women in business. *Journal of Organizational Culture, Communication and Conflict*, 11(1), 65–76.
- Büsch, V., & Königstein, M. (2001). *Age discrimination in hiring decisions: A questionnaire study*. Mimeo. Retrieved from <http://www.cepii.fr/anglaisgraph/communications/pdf>.
- Çelenk, S. (2010). *Ayrımcılık ve Medya, Televizyon Haberciliğinde Etik Sorunlar*. İndirildiği adres: [http://ilef.ankara.edu.tr/etik/wpcontent/uploads ...](http://ilef.ankara.edu.tr/etik/wpcontent/uploads...)
- Demir, M. (2011). İş yaşamında ayrımcılık: Turizm sektörü örneği. *Uluslararası İnsan Bilimleri Dergisi*, 8(1), 760–784.
- Ford, R., & McLaughlin, F. (1985). Nepotism. *Personnel Journal*, 64(9), 57–60.
- Grant, A. (2013). Intersectional discrimination in U visa certification denials: An

irremediable violation of equal protection. *Colum. J. Race & L.*, 3, 253.

Gül, İ. I., & Karan, U. (2011). *Ayrımcılık Yasağı: Kavram, hukuk, izleme ve belgeleme*.

Haan, A. de. (1998). 'SocialExclusion': An Alternative Concept for the Study of Deprivation? *IDS Bulletin*, 29(1), 10–19.

Heilman, M. E., & Caleo, S. (2018). Gender discrimination in the workplace. *The Oxford Handbook of Workplace Discrimination*, 73–88.

Hepple, B. (2001). Equality and empowerment for decent work. *Int'l Lab. Rev.*, 140, 5.

Horn, S. (1971). Civil Rights-Restricting the Use of General Aptitude Tests as Employment Criteria-Griggs v. Duke Power Co., 401 US 424 (1971). *Seton Hall Law Review*, 3(1), 9.

Karakaş, M., & Çak, M. (2007). Yolsuzlukla mücadelede uluslararası kuruluşların rolü. *Maliye Dergisi*, 153, 74–101.

Kite, M. E. (1984). Sex differences in attitudes toward homosexuals: A meta-analytic review. *Journal of Homosexuality*, 10(1–2), 69–81.

Köllen, T. (2021). Diversity management: A critical review and agenda for the future. *Journal of Management Inquiry*, 30(3), 259–272.

Korkut, L. (2009). *Ayrımcılık karşıtı hukuk*. İnsan Hakları Gündemi Derneği.

Lang, K., & Spitzer, A. K.-L. (2020). Race discrimination: An economic perspective. *Journal of Economic Perspectives*, 34(2), 68–89.

Leymann, H. (1996). Identification of mobbing activities. *The Mobbing Encyclopedia*.

Lippert-Rasmussen, K. (2006). The badness of discrimination. *Ethical Theory and Moral Practice*, 9, 167–185.

Macnicol, J. (2006). *Age discrimination: An historical and contemporary analysis*.

Cambridge University Press.

McCrudden, C., Ford, R., & Heath, A. (2004). Legal regulation of affirmative action in Northern Ireland: an empirical assessment. *Oxford Journal of Legal Studies*, 24(3), 363–415.

Merton, R. K. (1972). Insiders and outsiders: A chapter in the sociology of knowledge. *American Journal of Sociology*, 78(1), 9–47.

Nayler, M. (2003). Time For Equality at Work. In *International Labour Organisation*. ILO: International Labour Organisation. <https://policycommons.net/artifacts/2229076/time-for-equality-at-work/2986508/>

Oppenheimer, D. B. (1995). Understanding affirmative action. *Hastings Const. LQ*, 23, 921.

Organization, I. L., & Director-General, I. L. O. (2007). *Equality at Work: Tackling the Challenges: Global Report Under the Follow-up to the ILO Declaration on Fundamental Principles and Rights at Work* (Vol. 1). International Labour Organization.

Pokharel, S. (2008). Gender discrimination: Women perspectives. *Nepalese Journal of Development and Rural Studies*, 5(2), 80–87.

Reskin, B. (2012). The race discrimination system. *Annual Review of Sociology*, 38, 17–35.

Rosenberg, A. S. (2023). Racial Discrimination in International Visa Policies. *International Studies Quarterly*, 67(2), sqad032.

Russell, H., Quinn, E., King O’Riain, R., & McGinnity, F. (2008). *The Experience of Discrimination in Ireland. Analysis of the QNHS Equality Module*.

Sapançalı, F. (2005). Avrupa Birliği’nde sosyal dışlanma sorunu ve mücadele yöntemleri. *Çalışma ve Toplum*, 3(6), 50–106.

Shedlin, M. G., Decena, C. U., Noboa, H., & Betancourt, Ó. (2014). Sending-country violence and receiving-country discrimination: effects on the health of Colombian

refugees in Ecuador. *Journal of Immigrant and Minority Health*, 16, 119–124.

Sowell, T. (2004). *Affirmative action around the world: An empirical study*. Yale University Press.

Szego, A. (2007). *Mobbing e diritto penale* (Vol. 2). Jovene.

Temizel, H., Turan, E., & Temizel, M. (2008). Küresel İşletmecilikte Ülkelerin Sosyo-Kültürel Yapılarından Kaynaklanan Sorunlar. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 19, 459–474.

Thompson, D. E., Hauserman, N. R., & Jordan, J. L. (1986). Age discrimination in reduction-in-force: The metamorphosis of McDonnell Douglas continues. *Indus. Rel. LJ*, 8, 46.

Tınaz, P. (2006). İşyerinde Psikolojik Taciz Mobbing. *Çalışma ve Toplum*, 4(11), 13–28.

Vandenhoe, W. (2005). *Non-discrimination and equality in the view of the UN human rights treaty bodies*. Intersentia nv.

Walker, A., & Walker, C. (1997). *Britain divided: The growth of social exclusion in the 1980s and 1990s* (Vol. 96). Cpag.

Walt, A. (2004). The treatment of age and age discrimination in employment in the United States, Canada and South Africa. *Elder Law Review*, 3.

Yücel, E. (2016). Avrupa İnsan Hakları Sözleşmesi ve Avrupa Birliği Direktiflerinde Ayrımcılık Yasağı Hukuku. *Adam Academy Journal of Social Sciences*, 6(1), 59–84.