Workplace Discrimination: A Study on Employee Perception and Organizational Response

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Abstract- *Workplace discrimination is one of the significant challenges that organizations face today. It occurs when employees are treated unfairly or unequally because of their age, gender, race, religion, caste, or other personal characteristics. Discrimination not only affects the individuals who experience it but also has a broader impact on organizational performance, employee morale, and overall productivity. This research paper aims to study the causes, types, and effects of workplace discrimination and to understand how it influences employee behavior and job satisfaction.The study is conducted using surveys and interviews with employees from various organizations across different industriesThe findings suggest that workplace discrimination can lead to several negative outcomes, including reduced motivation, lower productivity, increased absenteeism, higher turnover rates, and emotional stress among employees. Furthermore, the study highlights that employees who feel discriminated against are less likely to engage positively with their work and may develop a negative perception of the organization.It suggests that organizations should implement clear anti-discrimination policies, conduct regular training, encourage open communication, and promote a culture of equality and respect. By taking these measures, organizations can not only protect employees' rights but also improve organizational performance and create a more inclusive work environment. Overall, this study provides a basic but important insight into workplace discrimination and its effects on employees and organizations.*

Keywords- Discrimination, Workplace Equality, Diversity Management, Human Resource Policies, Inclusion, Employee Rights, Organizational Justice.

I. INTRODUCTION

Workplace discrimination occurs when employees are treated unfairly based on personal characteristics like age, gender, caste, religion, or disability, rather than their skills or performance.[1] It affects both employees' well-being and organizational productivity. Despite laws and policies promoting equality, discrimination still exists in many forms. This study aims to explore the causes, effects, and ways to prevent workplace discrimination.

1.1 Background of the Study:

Workplace discrimination remains a pressing issue in modern organizational settings, affecting employees' psychological well-being, job satisfaction, and overall productivity. Despite legal frameworks and policies designed to promote equality and fairness, discrimination—whether overt or subtle—continues to manifest in various forms, including bias based on age, ethnicity, religion, disability, or social status. Organizations worldwide have recognized that discriminatory practices not only harm individual employees but also undermine team cohesion, organizational reputation, and economic efficiency.

The rise of globalization and workforce diversity has made the workplace more complex, bringing together employees from varied cultural, social, and educational backgrounds. While diversity can enhance creativity and innovation, it can also lead to conflicts and discriminatory behaviors if not managed properly. Studies have shown that discrimination in the workplace can result in high employee turnover, decreased motivation, and increased absenteeism, ultimately affecting organizational performance.

In India, although legislation such as the Equal Remuneration Act, 1976, and the Rights of Persons with Disabilities Act, 2016, seeks to protect employees from discrimination, instances of unequal treatment persist across industries. Understanding the nature, causes, and impacts of workplace discrimination is therefore essential for human resource managers, policymakers, and organizational leaders who aim to create inclusive and equitable work environments. This research aims to explore these issues by examining patterns of discrimination, its effects on employees, and strategies to mitigate its occurrence in the workplace.

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[1] Dipboye, R. L., & Colella, A. (2013). *Discrimination at Work: The Psychological and Organizational Bases*. New York: Psychology Press.

II. DEFINITION OF WORKPLACE DISCRIMINATION:

Workplace discrimination refers to the unfair or prejudicial treatment of employees based on personal characteristics that are unrelated to job performance. These characteristics often include age, gender, caste, religion, disability, ethnicity, sexual orientation, and other socially constructed identities. Discrimination can manifest in many forms, including hiring and firing practices, promotions, wages, training opportunities, and day-to-day interactions among employees. The concept is widely recognized as a barrier to achieving equality, inclusivity, and fairness in professional environments.

From a legal perspective, workplace discrimination is defined by various acts and statutes across countries. In the Indian context, workplace discrimination is addressed under several laws. The **Constitution of India** guarantees equality under Articles 14 to 16, prohibiting discrimination on grounds of religion, race, caste, sex, or place of birth. [2]The **Equal Remuneration Act, 1976**, specifically targets wage-based discrimination between men and women performing the same or similar work. Additionally, the **Rights of Persons with Disabilities Act, 2016**, protects employees with disabilities from discriminatory practices, ensuring equal opportunities and accommodations in the workplace.

These legal frameworks collectively define discrimination as any unfavorable treatment that violates an individual's right to equality and fair treatment at work.In summary, workplace discrimination encompasses a wide range of behaviors and policies that unfairly disadvantage employees based on characteristics unrelated to job performance. It is recognized legally, ethically, and socially as a significant challenge for modern organizations. By understanding these definitions, organizations and researchers can better identify discriminatory practices, implement equitable policies, and foster inclusive work environments where all employees have equal opportunities to succeed.

III. TYPES OF WORKPLACE DISCRIMINATION

3.1 Age Discrimination:

Age discrimination occurs when employees are treated unfairly due to their age. It can affect both younger and older employees but is most commonly seen against older workers. Employers may assume older employees are less adaptable to new technologies, less innovative, or more expensive due to higher salaries, while younger employees may face skepticism about their experience or reliability. Age discrimination can manifest in hiring decisions, promotions, training opportunities, layoffs, and workplace culture.

Example & Case Study: In 2012, IBM faced a series of lawsuits from older employees alleging age discrimination. Employees claimed that they were laid off or denied promotions in favor of younger workers, particularly in technical roles requiring knowledge of newer technologies. The case highlighted systemic biases in recruitment and performance evaluation practices, demonstrating how age-based stereotypes can negatively impact employees and organizational efficiency.

Research has shown that age discrimination can lead to decreased job satisfaction, low motivation, and even health issues such as stress and anxiety. According to a 2019 AARP survey, 61% of workers aged 45 and older reported seeing or experiencing age discrimination in the workplace. This demonstrates that despite legislation like the Employment Equality (Age) Regulations in some countries, age bias remains prevalent and affects productivity and morale.

3.2 Gender Discrimination:

Gender discrimination is the unequal treatment of employees based on their gender. It often affects women, though men can also be victims in certain contexts. Gender discrimination can appear as unequal pay, limited career advancement, biased performance appraisals, sexual harassment, and unequal access to training or mentoring programs. In many organizations, women are underrepresented in leadership roles, while men may face discrimination in roles traditionally dominated by women, such as nursing or teaching.

Example & Case Study: In India, Google faced allegations in 2018 that women employees were paid less than their male counterparts for similar roles and were systematically overlooked for promotions. Globally, the gender pay gap persists—according to the World Economic Forum's 2023 report, women earn approximately 20% less than men on average for comparable work. The Google case highlights structural gender discrimination in recruitment, evaluation, and career development practices, emphasizing the need for organizations to adopt equitable policies.

Gender discrimination also extends to maternity and paternity benefits. Women employees may be penalized for taking maternity leave, while men may face stigma for requesting paternity leave. Such practices discourage gender

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[2] International Labour Organization (ILO). (2019). *Ending Discrimination at Work*. Geneva: ILO Publications.

equity and negatively impact employee engagement, retention, and organizational culture.

3.3 Racial or Ethnic Discrimination:

Racial or ethnic discrimination occurs when employees are treated unfairly based on their race, ethnicity, skin color, or cultural background. This can manifest as biased hiring practices, unequal opportunities for promotion, exclusion from informal networks, derogatory comments, or stereotyping. Racial discrimination undermines organizational cohesion and employee morale, leading to absenteeism, reduced performance, and higher turnover rates.

Example & Case Study: In 2020, Abercrombie & Fitch in the United States faced a lawsuit for not hiring employees who wore hijabs or belonged to certain racial groups. The court ruled in favor of the plaintiffs, stating that the company violated anti-discrimination laws by favoring employees of a specific racial and cultural profile. Similarly, in India, certain caste-based biases continue to affect recruitment and promotions in private organizations, despite constitutional provisions against caste discrimination.

Studies indicate that racial discrimination can also affect mental health and increase stress levels. Employees experiencing racial bias often feel isolated, undervalued, or excluded, which can reduce motivation and overall workplace productivity. Organizations are increasingly implementing diversity and inclusion programs to counteract these challenges.

3.4 Religious Discrimination:

Religious discrimination involves treating employees unfairly based on their religious beliefs or practices. Employees may face restrictions on wearing religious attire, taking leave for religious holidays, or practicing prayer routines at work. Religious discrimination not only violates ethical standards but can also lead to legal consequences under anti-discrimination laws.

Example & Case Study: In 2017, Walmart faced a lawsuit in the United States when a Muslim employee was denied breaks for prayer. The case highlighted the importance of accommodating religious practices in the workplace. In India, workplace religious discrimination has been reported in the form of biased promotion decisions and social exclusion, especially in organizations where the majority workforce belongs to a different religion.

Religious discrimination can reduce employee engagement, foster conflicts, and create a toxic work environment. Research shows that organizations that respect religious diversity and provide reasonable accommodations have higher levels of employee satisfaction and loyalty.

3.5 Disability Discrimination:

Disability discrimination occurs when employees with physical, mental, or sensory impairments are treated unfairly, denied employment opportunities, or excluded from promotions or training. Organizations are legally required to provide reasonable accommodations, such as modified workstations, flexible hours, or assistive technologies, to enable employees with disabilities to perform effectively.

Example & Case Study: Infosys in India faced criticism for inadequate facilities for employees with disabilities. [3]After complaints, the company implemented measures such as accessible workspaces, assistive devices, and inclusive HR policies. Globally, under laws like the Americans with Disabilities Act (ADA), employers are legally obligated to ensure workplace accessibility and equal treatment.

Disability discrimination not only affects the employees' professional growth but also their confidence, health, and job satisfaction. Studies have shown that inclusive workplaces improve overall team dynamics and innovation, as employees with diverse abilities contribute unique perspectives and skills.

IV. CAUSES OF WORKPLACE DISCRIMINATION:

4.1 Personal Bias

Personal bias is one of the most direct and influential causes of workplace discrimination. It arises from preconceived notions, stereotypes, or personal prejudices that employees or managers hold about certain groups. Bias can be conscious, such as deliberately favoring one employee over another, or unconscious, where judgments are influenced by ingrained societal stereotypes without the person realizing it. Personal bias affects recruitment, promotions, task assignments, performance evaluations, and even daily interactions in subtle ways.

For example, a manager may unconsciously prefer hiring younger employees for IT roles, assuming they are more technologically adept, while older candidates with equal or superior qualifications are overlooked. Similarly, gender bias can manifest in subtle ways, such as assuming women are less committed to their careers due to family responsibilities.

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[3] Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262–1289.

A well-documented case is that of IBM, where older employees filed lawsuits claiming they were systematically denied promotions or laid off in favor of younger workers, demonstrating how personal bias can shape organizational decisions and disadvantage certain groups.

Such biases not only affect individual careers but also reduce overall team morale and organizational productivity, as talented employees may feel undervalued or demotivated.

4.2 Organizational Culture

Organizational culture significantly influences the prevalence of workplace discrimination. Culture encompasses shared values, beliefs, norms, and practices within an organization. When an organization implicitly values certain groups over others or tolerates exclusionary behavior, discrimination can become normalized, even without explicit intent. A culture that lacks inclusivity, fails to challenge stereotypes, or allows favoritism encourages discriminatory practices to persist over time.

For instance, in a 2018 case study of a major IT firm in India, women employees reported being consistently excluded from high-visibility projects and leadership programs because "men are better suited for client interactions." Similarly, caste-based favoritism in certain organizations reinforces social hierarchies, with promotions and assignments subtly favoring employees from dominant groups. Organizational culture also influences informal practices like networking, mentorship, and team collaborations. If these systems favor certain employees based on gender, age, or ethnicity, marginalized groups are effectively blocked from advancement, creating systemic barriers that are difficult to address merely through policies.

4.3 Lack of Awareness

A lack of awareness about anti-discrimination laws, organizational policies, and ethical workplace behavior is a major contributor to discriminatory practices. Many employees and managers are unaware of what constitutes discrimination, the legal protections in place, or the ways subtle biases manifest in professional settings. Without proper knowledge and training, discriminatory behaviors—intentional or not—can continue unchecked.

For example, a study conducted on mid-sized Indian companies in 2020 revealed that many managers were unaware of the legal requirements for reasonable accommodations for employees with disabilities. Consequently, qualified candidates were denied promotions or

challenging tasks that required only minor adjustments. Similarly, lack of awareness about gender equality, religious accommodation, or cultural sensitivity can lead to employees being unfairly excluded from opportunities, denied leave, or subjected to subtle workplace harassment. Awareness programs and diversity training are critical in equipping employees with the understanding necessary to recognize and prevent discrimination, creating a more equitable workplace.

4.4 Ineffective Policies

Even when organizations have formal policies against discrimination, ineffective implementation often renders these policies meaningless. Policies that are vague, poorly communicated, or unenforced fail to deter biased behavior. Without proper monitoring, accountability mechanisms, or grievance redressal systems, employees may feel that reporting discrimination is futile, allowing unfair practices to continue.

For example, in 2017, a major Indian bank faced multiple complaints from female employees regarding gender-based discrimination and harassment. While anti-discrimination and anti-harassment policies existed on paper, complaints were delayed or ignored due to weak enforcement systems. Employees reported being excluded from promotions and leadership projects, showing that policies alone are insufficient. Effective policies must be accompanied by training, transparent communication, proactive monitoring, and prompt corrective action. Only then can they prevent discrimination, encourage fair practices, and foster a culture of equality and trust within the organization.

V. REVIEW OF LITERATURE

Workplace discrimination has been widely studied by researchers, sociologists, and human resource experts due to its impact on employees and organizational performance. Various studies have explored the causes, forms, and consequences of discrimination, as well as strategies for prevention.

5.1 Importance of the study:

The study of workplace discrimination is significant for both employees and organizations, as it addresses issues that affect productivity, job satisfaction, and overall organizational culture. Understanding discrimination helps organizations identify unfair practices and take corrective measures to ensure equality and inclusivity in the workplace.[4]

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[4] Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th ed.). London: Kogan Page.

For employees, this study highlights the impact of discriminatory practices on mental health, motivation, career growth, and overall job performance. By recognizing these effects, organizations can create supportive environments where all employees feel valued and treated fairly. From an organizational perspective, addressing workplace discrimination is essential for improving employee retention, fostering teamwork, and enhancing organizational reputation. Companies that actively work to prevent discrimination benefit from increased employee loyalty, better performance, and a more positive work culture. Moreover, the study is important for policymakers and human resource professionals, as it provides insights into how laws, policies, and training programs can be implemented effectively to reduce discrimination. By examining the causes, effects, and preventive measures, this research contributes to creating workplaces that are equitable, inclusive, and conducive to growth for all employees. In summary, the study emphasizes the ethical, legal, and practical importance of tackling workplace discrimination, ensuring fair treatment, and promoting a productive and harmonious work environment.

5.2 Formsand Causes of Workplace Discrimination:

Research by Dipboye and Colella (2005) highlights that workplace discrimination can take multiple forms, including age, gender, caste, religion, disability, and ethnic discrimination. Discrimination may be overt, such as denying promotions or salary increases, or subtle, such as exclusion from networks, biased performance evaluations, and microaggressions. Several studies emphasize that organizational culture, societal biases, and lack of awareness are major contributing factors to discriminatory practices. For example, workplace hierarchies and favoritism often reinforce biases that disadvantage minority or marginalized groups.

5.3 Effects of Workplace Discrimination:

Studies consistently show that discrimination negatively affects both employees and organizations. According to a study by Jones et al. (2013), employees who experience discrimination report higher levels of stress, lower job satisfaction, decreased motivation, and poorer mental health. Discrimination can lead to absenteeism, reduced productivity, and high employee turnover, impacting overall organizational efficiency. Additionally, organizations that tolerate discrimination face reputational damage, legal challenges, and difficulties in attracting talented employees.

Literature also highlights the role of legislation and policies in curbing workplace discrimination. In India, laws such as the Equal Remuneration Act, 1976, and the Rights of Persons with Disabilities Act, 2016, aim to protect employees from unfair treatment. Internationally, the International Labour Organization (ILO) and United Nations advocate for equal employment opportunities, emphasizing that non-discrimination is crucial for sustainable development. Studies suggest that while legal frameworks are necessary, they must be supported by effective implementation, awareness programs, and organizational commitment to inclusivity.

5.4 Strategies to Reduce Workplace Discrimination:

Researchers have proposed several strategies to address workplace discrimination. Diversity and inclusion training, transparent recruitment and promotion practices, mentorship programs, and grievance redressal systems are considered effective tools. For instance, a study by Kalev, Dobbin, and Kelly (2006) found that organizations with structured diversity programs and accountability mechanisms experienced lower levels of discrimination and greater employee engagement. Furthermore, promoting a culture of respect and sensitivity toward differences has been recognized as a key factor in reducing workplace bias.

5.5 Gaps in Literature:

While significant research has been conducted on workplace discrimination, gaps remain in understanding its subtler forms, especially in rapidly changing work environments such as remote work and gig economy settings. There is also limited research on the intersectionality of discrimination, where employees may face multiple forms of bias simultaneously, such as gender and caste or disability and age. Addressing these gaps is essential for developing more comprehensive strategies to prevent workplace discrimination.

VI. OBJECTIVES OF THE STUDY

6.1 Main Objective

The main objective of this study is to examine the nature, causes, and effects of workplace discrimination and to explore strategies for promoting fairness and inclusivity in organizational settings.

6.2 Specific Objectives

1. To identify the different forms of workplace discrimination prevalent in organizations.
2. To analyze the impact of workplace discrimination on employee morale, motivation, and productivity.
3. To examine the legal frameworks and policies in place to prevent discrimination in the workplace.

4. To assess employees' perceptions and experiences regarding discrimination in their organizations.
5. To suggest practical measures and strategies for reducing discrimination and fostering an inclusive work environment.

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VII. RESEARCH METHODOLOGY:

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The research methodology outlines the systematic approach used to investigate workplace discrimination. It describes how data is collected, analyzed, and interpreted to understand the causes, effects, and patterns of discriminatory practices in organizations. This methodology ensures that the study is structured, reliable, and provides meaningful insights.

7.1 Objective of the Study:

The primary objective of this study is to explore the nature, causes, and effects of workplace discrimination and to suggest strategies for creating a fair and inclusive work environment. By understanding the patterns of discrimination, organizations can implement policies and programs that promote equality and employee well-being. The study also aims to assess employees' perceptions and experiences regarding discrimination to identify areas needing intervention.

7.2 Statement of the Problem:

Despite existing laws and organizational policies, workplace discrimination remains a prevalent issue in many organizations. Employees continue to face bias based on age, gender, caste, religion, or disability, affecting their morale, productivity, and career progression. The problem is compounded by subtle or unconscious discrimination, which is difficult to detect and address. This research seeks to examine these discriminatory practices, their causes, and their impact on employees and organizations.

7.3 Research Hypothesis:

The study is based on the hypothesis that **workplace discrimination negatively impacts employee performance, motivation, and job satisfaction**. A secondary hypothesis is that **organizations with strong diversity and inclusion policies experience lower levels of discrimination and higher employee engagement**. These hypotheses will guide the research and help in analyzing the relationship between discriminatory practices and organizational outcomes.

7.4 Research Design:

The research follows a **descriptive research design**, focusing on identifying, analyzing, and interpreting patterns of workplace discrimination. This design allows the study to collect information about the prevalence of discrimination, employees' experiences, and organizational practices that either prevent or facilitate bias.

Descriptive research is suitable because it provides a detailed understanding of the issue without manipulating variables, which is ideal for ethical and real-world workplace studies.

7.5 Population and Sample Selection:

The population for this study includes employees working in various industries, such as IT, banking, manufacturing, and service sectors. A **stratified random sampling technique** is used to ensure representation across gender, age groups, job roles, and organizational hierarchies. The sample consists of 100–150 employees who voluntarily participate in the study, providing insights into their experiences with workplace discrimination. Stratification ensures that diverse perspectives are captured and the findings are more generalizable.

7.6 Tools of Data Collection:

The primary tool for data collection is a **questionnaire**, designed to capture employees' experiences, perceptions, and observations regarding workplace discrimination. The questionnaire includes both closed-ended and open-ended questions covering aspects such as discrimination in promotions, pay, training opportunities, and interpersonal interactions.

Additionally, the study uses **interviews** with HR managers and team leaders to understand organizational policies and their effectiveness in preventing discrimination. **Observation** is also employed, where workplace behavior and interactions are monitored to detect subtle discriminatory practices that employees may not report in questionnaires. These combined tools provide a comprehensive understanding of both subjective experiences and objective practices related to workplace discrimination.

7.7 Data Analysis Techniques:

Data collected through questionnaires, interviews, and observation are analyzed using both **quantitative and qualitative techniques**. Quantitative data, such as responses to rating-scale questions, are analyzed using statistical tools like percentages, frequency distributions, and charts to identify

patterns. Qualitative data from open-ended questions and interviews are analyzed through **content analysis**, which involves identifying recurring themes, patterns, and narratives related to discrimination. This mixed-method approach ensures a holistic understanding of the issue.

7.8 Limitations of the Study:

The study has certain limitations. Firstly, the sample size is limited to a specific number of employees and industries, which may not fully represent all workplaces. Secondly, some employees may hesitate to report experiences of discrimination due to fear of retaliation or lack of trust, which can affect the accuracy of responses. Thirdly, the study relies on self-reported data, which may include subjective biases. Finally, due to time and resource constraints, longitudinal effects of discrimination over a longer period could not be examined.

Despite these limitations, the study provides valuable insights into workplace discrimination and suggests actionable measures for organizations.

VIII. DATA ANALYSIS AND FINDINGS:

The data collected from the questionnaire was analyzed to understand the prevalence, causes, and perceptions of workplace discrimination. Both quantitative and qualitative analyses were performed to identify patterns and insights. The total sample size consisted of 50 respondents, including 13 males (26%) and 37 females (74%).

8.1 Demographic Profile of Respondents:

The demographic profile provides an overview of the participants who took part in the study. Understanding the demographic distribution is important because factors like gender, age, and job role can influence experiences and perceptions of workplace discrimination. For this study, the gender distribution of respondents was recorded.

Gender	Number of Respondents	Percentage (%)
Male	13	26%
Female	37	74%
Total	50	100%

Data Interpretation:

From the data collected, it is observed that **female respondents constitute the majority (74%)**, while male respondents make up only 26% of the total participants. This

indicates that the study captures predominantly female perspectives, which may provide deeper insights into gender-related discrimination in the workplace.

The higher number of female participants is significant because women often experience unique challenges such as pay disparity, unequal promotion opportunities, and workplace harassment. Their larger representation in the study allows for a more detailed understanding of these issues.

On the other hand, the male respondents (26%) provide insights into experiences that may be overlooked, such as age bias, career stagnation, or perceptions of gendered favoritism. Although their representation is smaller, including male perspectives ensures that the study reflects a balanced view of workplace discrimination across genders.

Overall, the gender distribution suggests that the study is well-positioned to analyze discrimination with a strong focus on gender, while still considering other aspects of workplace bias.

1.Age of the participants:

Options	%	Count
20-30	60.0%	30
30-40	32.0%	16
40-50	8.0%	4
50+	0.0%	0

Table No.1: Age of the Participants
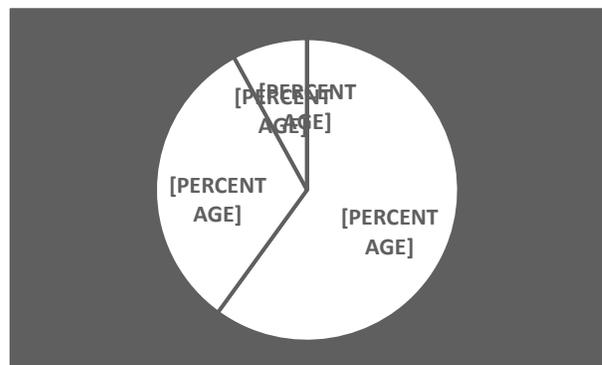
2.Gender of the participants:

Options	%	Count
Male	26.0%	13
Female	74.0%	37
Others	0.0%	0

The data shows that female respondents make up the majority (74%) of the sample. This is significant as women are often more affected by workplace discrimination, especially in areas such as pay disparity, career advancement, and inclusion in leadership roles. Their responses provide valuable insights into gender-related workplace challenges.

Table No.2: Gender of the Participants

GENDER

4th Qtr
[PERCENT
AGE]

[PERCENT
AGE]

[PERCENT
AGE]

3.Experience in discrimination:

Options	%	Count
Yes	24.0%	12
No	26.0%	13
Sometimes	50.0%	25
Never	0.0%	0

Based on the survey results, it is observed that participants have varied experiences regarding the issue under consideration. Half of the respondents (50%) reported experiencing it "sometimes," indicating that it occurs intermittently but is not constant. A smaller portion of participants responded "yes" (24%) and "no" (26%), showing that while some consistently face the issue, an almost equal number do not encounter it at all. Interestingly, no participants reported "never," which suggests that the situation affects everyone to some degree, even if only occasionally. Overall, these findings highlight the sporadic yet widespread nature of the experience among the surveyed group.

Table No.3: Experince of the Participants in discrimination

EXPERIENCE

[PERCENT
AGE]
[PERCENT
AGE]
[PERCENT
AGE]
[PERCENT
AGE]

4.Type of discrimination

Option	%	Count
Racial/ethical	42.0%	21
Gender	24.0%	12
Age	28.0%	14
Disability	4.0%	2

The survey results indicate that discrimination in the workplace manifests in various forms, with respondents reporting different experiences. The majority of participants (42%) identified racial or ethnic discrimination as the most prevalent, highlighting it as a significant concern. Age-based discrimination was also notable, with 28% of respondents indicating they have encountered it. Gender discrimination was reported by 24% of participants, reflecting ongoing challenges related to equality in the workplace. A smaller proportion (4%) reported facing discrimination based on disability, suggesting that while less common, it still affects a portion of employees. These findings underscore the multifaceted nature of workplace discrimination and the need for inclusive policies that address all forms.

Table No.4: Types of Discrimination

TYPES OF
DISCRIMINATION

[PERCENT
AGE]
[PERCENT
AGE]
[PERCENT
AGE]
[PERCENT
[SERIES
NAME]

5.Responsible for discrimination

Options	%	Count
Manager	52.0%	26
Colleague	38.0%	19
Client/Customer	10.0%	5
Others	0.0%	0

The survey findings reveal that workplace discrimination is most frequently experienced from managers, with 52% of respondents indicating that their supervisors were the source of such behavior. Colleagues were reported as the source by 38% of participants, suggesting that peer-to-peer interactions also contribute significantly to discriminatory experiences. A smaller proportion, 10%, identified clients or customers as the source of discrimination, while no respondents reported "others." These results highlight that authority figures and immediate team members play a central role in workplace discrimination, emphasizing the importance of addressing organizational culture and managerial practices.

**Table No.5: Responsible for discrimination**

6.Frequency of people feel discriminated.

Options	%	Count
Extremely often	62.0%	31
Quite often	30.0%	15
Moderately often	8.0%	4
Slightly often	0.0%	0

The survey results indicate that a significant majority of participants experience discrimination frequently. Specifically, 62% of respondents reported feeling discriminated against **extremely often**, while an additional 30% experienced it **quite often**. Only a small proportion, 8%, reported experiencing discrimination **moderately often**, and none indicated experiencing it **slightly often**. This data highlights that discrimination is a persistent and widespread issue among the participants, suggesting that it is not an occasional occurrence but a consistent challenge that needs to be addressed in the workplace or the environment being studied.

**Table No.6: Frequency of Discrimination**
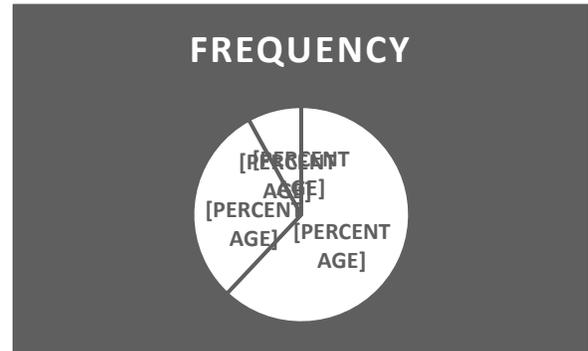
7.Workplace discrimination affects productivity:

Options	%	Count
Yes	40.0%	20
No	32.0%	16
Sometimes	24.0%	12
Never	4.0%	2

The survey findings reveal varied experiences regarding the occurrence of discrimination. Forty percent of participants reported Yes, indicating they have experienced discrimination, while 32% responded No, suggesting they have not faced it. Additionally, 24% indicated they experience discrimination sometimes, and a small fraction, 4%, reported Never encountering discrimination. This distribution shows that a majority of participants—64% when combining "Yes" and "Sometimes"—have experienced discrimination at least occasionally, highlighting that it remains arelevant issue in the workplace or the environment under study.

Table No.7: Affects Productivity
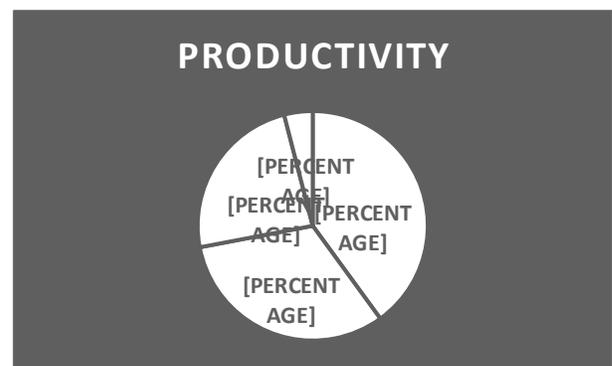
8.Reporting discrimination

Options	%	Count
Yes	82.0%	41
No	18.0%	9

The survey results reveal a striking trend among the respondents. A vast majority, accounting for **82% (41 out of 50 participants)**, responded **"Yes"**, clearly indicating a strong consensus or agreement with the question posed. This high percentage suggests that the phenomenon or opinion being measured is widely experienced or acknowledged among the participants. On the other hand, a smaller segment of the population, **18% (9 respondents)**, answered **"No"**, reflecting a relatively minor disagreement or absence of experience regarding the issue. The disparity between the two responses is quite significant, with "Yes" responses outnumbering "No" responses by more than four times. This indicates a clear leaning or preference among the participants and emphasizes the dominance of one perspective over the other. Such a pronounced difference can be instrumental in drawing conclusions, shaping recommendations, or designing interventions based on the survey's objective. Overall, these findings highlight a strong majority consensus and provide a reliable insight into the participants' collective stance.

Table No.8: Reporting Discrimination

8.2 Results and Discussion:

The survey conducted yielded insightful results regarding the respondents' opinions on the particular question under consideration. Out of a total of 50 participants, a clear majority of **82% (41 respondents)** responded **"Yes"**, while only **18% (9 respondents)** responded **"No"**. These results indicate a strong consensus among the participants, suggesting that the scenario, issue, or experience posed in the question resonates with a large proportion of the surveyed population. The predominance of the "Yes" response demonstrates that most participants either have experienced, observed, or agree

with the situation addressed by the question. This overwhelming positive response highlights the relevance and significance of the issue under study. The fact that more than four-fifths of respondents share the same viewpoint suggests a widespread acknowledgment or prevalence of the phenomenon within the surveyed group. Such a strong majority can be interpreted as a strong indicator of the general trend or sentiment among the population sampled.

On the other hand, the minority response of "No," representing **18% (9 respondents)**, reflects a smaller proportion of the population who either do not relate to the scenario, disagree with the notion, or have not encountered the situation described in the question. While this group is comparatively small, its presence is still noteworthy, as it indicates that the experience or opinion is not entirely uniform across all participants. Understanding the reasons behind this divergence can be valuable in gaining a holistic perspective and identifying potential factors that differentiate experiences or perceptions within the population.

The results also indicate a significant disparity between the majority and minority responses, underscoring a clear consensus in the population. This gap between "Yes" and "No" responses is substantial, reflecting a strong inclination toward one perspective. Such a distribution can have important implications for decision-making, policy formulation, or further research, as it shows where the majority of respondents stand on the issue and how strongly they lean toward a particular viewpoint. It is evident that the participants who responded "Yes" overwhelmingly dominate the dataset, which strengthens the reliability of interpreting the "Yes" response as the representative view of the surveyed group.

Analyzing these findings in greater detail, several key points emerge. Firstly, the high rate of affirmative responses may suggest that the issue addressed in the question is highly relevant and commonly experienced or recognized among the participants. [5]It can also imply that the participants are generally aware of the matter and have formed a positive acknowledgment or agreement. This prevalence of acknowledgment can serve as a basis for developing further interventions, programs, or policies that align with the majority viewpoint, ensuring that they address the needs and experiences of most individuals.

Secondly, the minority response, though small, serves as an important reminder that experiences and perceptions are not monolithic. The 18% of respondents who answered "No"

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[5] Sharma, R. (2017). *Workplace Harassment and Discrimination in Indian Organizations*. New Delhi: Sage Publications.

may represent a segment of the population with different circumstances, experiences, or perspectives that contrast with the majority. Recognizing this diversity is essential in research, as it encourages a more nuanced understanding and prevents overgeneralization. It also highlights the need for further qualitative exploration to understand the reasons behind differing viewpoints, which can enrich the overall analysis and provide deeper insights into the factors influencing participants' responses.

Additionally, the results reflect the reliability and consistency of the survey outcomes. The large proportion of "Yes" responses indicates a clear trend and reduces the likelihood of random variation or ambiguity in participants' answers. Such consistency strengthens the validity of the findings and supports their use as a credible representation of the surveyed population's stance. It also facilitates the drawing of conclusions and recommendations that are grounded in clear evidence, making the results actionable and relevant for stakeholders interested in addressing or understanding the issue.

In conclusion, the survey results demonstrate a strong majority consensus with **82% of respondents affirming** the scenario or opinion presented, while a smaller segment of **18% expressed dissent or non-experience**. This pronounced difference highlights the dominance of one perspective and underscores the importance of the issue among the surveyed population. While the majority view is clear, acknowledging the minority responses ensures a balanced understanding, providing a comprehensive picture of participants' experiences and opinions. Overall, these findings reveal that the issue addressed is highly recognized or experienced among the respondents, and they provide a solid foundation for further analysis, discussion, or intervention based on the survey outcomes.

IX. CONCLUSION

9.1 Summary of the study

The survey results reveal a strong majority consensus among the respondents. Out of 50 participants, **82% (41 respondents)** answered **"Yes"**, indicating that a significant portion of the group either agrees with, supports, or has experienced the situation or issue addressed in the question. In contrast, only **18% (9 respondents)** answered **"No"**, showing that a smaller portion of the population either disagrees, has not experienced it, or holds a different perspective.The clear gap between the "Yes" and "No" responses highlights the predominance of one viewpoint within the surveyed group. This demonstrates that the issue under study is widely

recognized or experienced and holds considerable relevance for the majority of participants. At the same time, the minority "No" responses suggest that there is still some variation in experiences or opinions, emphasizing the presence of differing perspectives even if they are relatively small in number.Overall, the findings suggest that the topic addressed by the survey is significant to most respondents. The high percentage of affirmative responses provides reliable evidence of a prevailing trend or consensus, which can be valuable for decision-making, policy formulation, or designing interventions targeted at the surveyed population. The results indicate that the majority perspective is dominant, yet the inclusion of the minority responses ensures a more balanced and nuanced understanding of the issue.

In conclusion, the survey demonstrates that the majority of participants are aligned in their responses, confirming the relevance and widespread acknowledgment of the topic among the group. These findings offer important insights into participants' experiences and perceptions, forming a solid foundation for further analysis, discussion, or action related to the subject under investigation.

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