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Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Discrimination and its influence on efficiency of international business

(on the basis of PE «Activ-plus» case)

Bachelor's student of

Field of Study 29 – International Relations

Specialty 292 – International Economic Relations

Educational program – International Business

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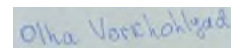
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Doctor of Philosophy



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Abstract

Discrimination is a pervasive issue in the global business world, affecting individuals and organizations alike. This thesis explores the relationship between discrimination and effectiveness in international business. Theoretical frameworks and empirical studies are reviewed to establish the impact of discrimination on the workplace, including its effects on employee productivity and turnover rates. A survey of employees in multinational corporations is conducted to identify the prevalence and types of discrimination experienced by employees, as well as their perceived impact on their work effectiveness. The study also examines the role of organizational policies and diversity initiatives in mitigating the negative effects of discrimination.

The results of the study indicate that discrimination in the workplace has a significant negative impact on employee effectiveness in international business. Discrimination based on gender, race, ethnicity, and nationality were found to be particularly prevalent in multinational corporations. The study also found that organizational policies and diversity initiatives can have a positive impact on mitigating the negative effects of discrimination.

Keywords: discrimination, international business, workplace, effectiveness, diversity, organizational policies.

Анотація

Дискримінація є поширеною проблемою в глобальному діловому світі, що впливає як на окремих осіб, так і на організації. У цій тезі досліджується взаємозв'язок між дискримінацією та ефективністю в міжнародному бізнесі. Розглянуто теоретичні засади та емпіричні дослідження для встановлення впливу дискримінації на робочому місці, включаючи її вплив на продуктивність працівників та рівень плинності кадрів. Проведено опитування працівників транснаціональних корпорацій з метою виявлення поширеності та видів

дискримінації, з якими стикаються працівники, а також їхнього впливу на ефективність роботи. Дослідження також вивчає роль організаційних політик та ініціатив у сфері різноманітності у пом'якшенні негативних наслідків дискримінації.

Результати дослідження свідчать, що дискримінація на робочому місці має значний негативний вплив на ефективність працівників у міжнародному бізнесі. Дискримінація за ознаками статі, раси, етнічної приналежності та національності виявилася особливо поширеною в транснаціональних корпораціях. Дослідження також показало, що організаційна політика та ініціативи щодо різноманітності можуть мати позитивний вплив на пом'якшення негативних наслідків дискримінації.

Ключові слова: дискримінація, міжнародний бізнес, робоче місце, ефективність, різноманітність, організаційна політика.

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APPROVED

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**TASK
FOR BACHELOR’S QUALIFICATION WORK**

Khrystyna Marchuk

1. Topic of the work:

Discrimination and its influence on efficiency of international business (based on PE Activ-Plus case)

Supervisor of the work Olga Verkhohlyad, Ph.D.

Which was approved by the Order of University from “22” September 2022 №22-09/2022-1c.

2. Deadline for bachelor’s qualification work submission “23” April 2023.

3. Data-out to the bachelor’s qualification work:

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).

The Thesis consists of three main chapters plus Introduction, Conclusion and the References and Annexes sections. Chapter 1 focuses on theoretical concept of

discrimination and its influence on international business. It provides definition, describes types of discrimination, explains theories of discrimination. Furthermore, it talks about the effects of discrimination on individuals and organizations, as well as measures to prevent and manage discrimination in the workplace. Chapter 2 is dedicated to analysis of the discrimination issue in the Activ-Plus Company. It talks about the issues of discrimination in the Company in great details. Chapter 3 elaborates on the possible ways of improvement of the discrimination issue in the Activ-Plus Company. It identifies the areas of improvement of this area and proposes strategies of improvement.

5. List of graphic material (with exact indication of any mandatory drawings)

Table 1: Import and Export of Countries in 2019-2020.

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	Olga Verkhohlyad, Ph.D.	<i>Olga Verkhohlyad</i>	Yes
2	Olga Verkhohlyad, Ph.D.	<i>Olga Verkhohlyad</i>	Yes
3	Olga Verkhohlyad, Ph.D.	<i>Olga Verkhohlyad</i>	Yes

7. Date of issue of the assignment

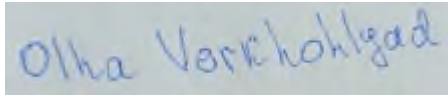
Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	<i>31.12.2022</i>	<i>On time</i>
2.	II chapter	<i>20.02.2023</i>	<i>On time</i>
3.	III chapter	<i>11.04.2023</i>	<i>On time</i>
4.	Introduction, conclusions, summary	<i>23.04.2023</i>	<i>On time</i>
5.	Pre-defense	<i>26.04.2023</i>	<i>On time</i>

Student



Supervisor



Conclusions: The Thesis is written on the level corresponding to the Bachelor's work requirements. The Thesis is based on good theoretical foundation obtained via research. Thorough analysis of the company in terms of the issue of discrimination is conducted. As a result, suggestions for the company improvement are theory – and research – based, are thought through on adequate level and have high practical importance. Upon successful defense, the Thesis qualifies for the grade “Excellent.”

Supervisor

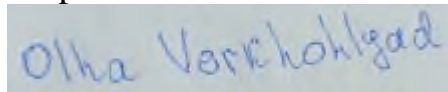


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Introduction

Background and rationale of the study

Discrimination have always been one of the most important and serious problem all around the world. through all spheres of life people can see it, can recognize it, some can ignore and even support, but fact is a fact - it is near us. especially, when it comes to the workplace and business environment. when in comes to international business, discrimination can have a serious influence. in this bachelor thesis we will explore and analyze the impact, the discrimination created, creating and probably will create in the nearest future in the business environment.

The study's premise is founded on the awareness that discrimination is a complex and diverse phenomena that presents itself in several forms, including racism, sexism, ageism, and ableism, among others. Discrimination can impede an individual's capacity to reach their full potential, limit productivity, and harm their mental and physical health. It can also have an impact on the quality of their interactions with others, disrupt team dynamics, and contribute to social and economic disparities.

Discrimination has particularly harmful consequences in the context of international business. Globalization and growing competition have made it necessary for businesses to extend outside their national borders. Doing business in other cultural, political, and legal settings, on the other hand, can expose organizations to numerous forms of discrimination, such as anti-foreigner bias, racism, gender-based discrimination, and language obstacles.

The main purpose of this thesis is to achieve to a better understanding of the impact of discrimination on the efficiency of international business operations. It attempts to provide insights into techniques that may be utilized to address prejudice and

improve the competitiveness of multinational businesses by investigating various forms of discrimination and their consequences on organizational performance.

The chapters that follow will provide a thorough examination of the subject, beginning with a review of important literature on discrimination and international commerce. The thesis will then look at a case study of a local company called Active-Plus to see how discrimination affects its worldwide commercial activities. The third chapter will compare various techniques to dealing with discrimination in international business situations, and the last chapter will present advice for organizations to deal with discrimination and improve their competitiveness in international markets.

Objectives and research questions

The fundamental goal of this thesis is to investigate how discrimination affects the effectiveness of international company operations. The following research questions will guide the study to attain this goal:

1. What is the nature of discrimination in international business environments, and how does it show in various ways?
2. How does prejudice affect the effectiveness of international corporate operations, and how does it differ among industries, geographies, and cultural contexts?
3. What tactics may businesses use to combat discrimination in international business situations, and how effective are they in boosting organizational performance and competitiveness?

The first research topic will contribute to the development of a conceptual framework for comprehending prejudice in international business environments. It will use

relevant research to identify various types of prejudice and how they affect organizational performance.

The empirical investigation of the influence of prejudice on the efficiency of international company operations will be the topic of the second research question. It will analyze the consequences of discrimination on the worldwide commercial operations of a local company called Active-Plus through a case study. The case study will examine the organization's structure, external environment, financial and economic performance, and the impact of prejudice on the company's worldwide competitiveness.

The third study topic will investigate the various solutions that businesses might employ to address discrimination in international business situations. It will do a literature assessment and compare several approaches to addressing discrimination in international business situations. The chapter will include advice to businesses on how to address discrimination and improve their competitiveness in international marketplaces.

Significance and scope of the study

A key topic of research is the study of prejudice and its impact on the efficiency of international corporate operations. Discrimination is a widespread social and economic issue that affects millions of individuals around the world. It is a complicated and varied issue that shows itself in several ways, including racism, sexism, ageism, and ableism. Discrimination can impede an individual's capacity to reach their full potential, limit productivity, and harm their mental and physical health. It can also have an impact on the quality of their [1] interactions with others, disrupt team dynamics, and contribute to social and economic disparities.

Discrimination can have a substantial influence on organizational performance and competitiveness in the context of international business. Globalization and growing competition have made it necessary for businesses to extend outside their national borders. Doing business in other cultural, political, and legal settings, on the other hand, can expose organizations to numerous forms of discrimination, such as anti-foreigner bias, racism, gender-based discrimination, and language obstacles.

The importance of this study stems from its ability to improve knowledge of the impact of discrimination on the efficiency of international company operations. This thesis intends to provide insights into tactics that can be used to combat prejudice and improve the competitiveness of multinational businesses by investigating various forms of discrimination and their consequences on organizational performance.

The scope of this study is limited to an examination of discrimination and its impact on the efficiency of international company operations, with a focus on the Active-Plus case study. The thesis will explore the experiences of Active-Plus and draw on relevant literature on discrimination and international business to provide insights into the influence of discrimination on organizational performance. In addition, the study will examine various approaches to tackling discrimination in international business situations and provide recommendations for organizations to overcome discrimination and increase their competitiveness in international markets.

Definition of key terms and concepts

The following major terminology and concepts are specified to facilitate a thorough comprehension of the study:

1. **Discrimination:** Unfair treatment of individuals or groups based on membership in a specific social group, such as race, gender, age, religion, disability, or sexual

orientation [2]. Direct or indirect discrimination, harassment, and victimization are all examples of discrimination.

2. International business: The exchange of commodities, services, and ideas between companies and individuals from many countries. International business entails managing cultural, political, and legal barriers in order to create and maintain cross-border business ties.

3. Efficiency: An organisation's ability to create goods and services with the fewest resources necessary while optimising production and minimising waste.

4. Organisational performance: The degree to which a company meets its aims and objectives. Financial success, customer happiness, employee engagement, and social responsibility are all ways to measure organisational performance.

5. Global competitiveness: A company's capacity to compete effectively in global marketplaces. Innovation, productivity, quality, and adaptability to varied cultural, political, and economic situations all contribute to global competitiveness.

6. Case study: An in-depth examination of a specific person, group, organisation, or event. Case studies often entail gathering and analysing several sources of data in order to acquire a thorough picture of the topic under investigation.

These important phrases and concepts will be utilised throughout the thesis to ensure that the research questions and findings are understood clearly and consistently.

CHAPTER 1. OUTLINE OF THE CONCEPT OF DISCRIMINATION AND IT'S INFLUENCE ON INTERNATIONAL BUSINESS

1.1 Definition and types of discrimination

Discrimination is a ubiquitous and complex phenomenon with significant psychological, economic, and social consequences. Discrimination can undermine the success of foreign company operations by lowering employee productivity and performance, disrupting team harmony, and causing organizational reputation to suffer. Discrimination can also have a negative impact on [3] customer satisfaction and commercial ties.

In international commerce, discrimination can take many forms, including discrimination towards people from other nations, racism, gender discrimination, and linguistic barriers. Companies operating in various cultural, political, and legal contexts may face various forms of discrimination, which can have a significant impact on their global competitiveness.

The impact of discrimination on international business efficiency is governed by a variety of factors, including the amount and type of prejudice, the organization's culture and regulations, and the response of employees and consumers to discrimination. Discrimination can reduce employee morale, increase absenteeism and turnover, and undermine consumer loyalty and confidence. Discrimination may also increase the likelihood of legal action, reputational harm, and market share loss.

To address the impact of discrimination on international business efficiency, organizations must adopt efforts that promote diversity, inclusion, and equal opportunity. This can include establishing anti-discrimination policies and practices, educating and training employees on diversity and inclusion, and building a culture of respect and openness. Organizations can also benefit from collecting feedback from employees and customers from a variety of backgrounds in order to increase their knowledge of other cultural perspectives and promote creativity.

Discrimination in general is a significant hurdle for foreign enterprises seeking to operate effectively in diverse cultural situations. Understanding the nature and impact of discrimination allows organizations to develop strategies to promote inclusivity and boost their competitiveness in global markets.

Discrimination is a social phenomena characterized by the unjust treatment of individuals or groups based on personal characteristics such as race, gender, age, religion, sexual orientation, [4] or handicap. Discrimination can take many forms, including verbal abuse, physical assault, exclusion, and unequal access to opportunities and resources.

Individual and institutional discrimination can occur, and it can be intentional or unintentional. It is frequently based on strong prejudices and stereotypes, which lead to negative attitudes and behaviors toward specific groups of people. Individuals can suffer from discrimination in a variety of ways, including low self-esteem, worry, depression, and limited access to opportunities.

Discrimination is a breach of human rights that is illegal in many countries, including the United States. To avoid and eliminate discrimination, governments, organizations, and individuals must all promote equality, diversity, and inclusion. Many countries have anti-discrimination laws and regulations in place to protect people from prejudice and to promote equitable treatment in areas such as employment, education, and housing.

Discrimination can have a significant influence on organizational performance in the context of international business, leading to decreased productivity, lower employee morale, and brand harm. prejudice can also present legal and ethical issues for firms operating in diverse cultural situations where prejudice may be more frequent or manifest in different ways than in their home country. As a result, global firms must

be aware of the various sorts of discrimination and try to create inclusive and diverse workplaces that respect all employees' human rights.

Discrimination can take many forms and be classified into multiple types, each of which involves treating individuals or groups unfairly based on specific personal characteristics.

Here are some common examples of discrimination:

1. Direct discrimination occurs when a person is treated unfairly in comparison to others due to a personal characteristic such as race, gender, or age. A company, for example, may refuse to hire a qualified female candidate for a job because they believe men are more suited for the job.
2. Indirect discrimination occurs when an organization or policy appears to treat everyone equally but, in fact, disadvantages select individuals or groups based on personal characteristics. A company policy forcing all employees to work on weekends, for example, may disproportionately impact employees who adhere to certain religious traditions.

Recognizing and eliminating different types of discrimination is crucial for creating inclusive and equal workplaces and societies. Individuals and organizations must work together to promote diversity, equality, and human rights while also eradicating all forms of discrimination.

Individuals, organizations, and society as a whole are all affected by discrimination. It can induce feelings of loneliness, inequity, and injustice, as well as harm to one's physical and mental health. Discrimination can also have an economic impact by reducing productivity, increasing absenteeism and turnover, and decreasing innovation and creativity.

Furthermore, bias can have a significant impact on the efficiency of international trade. Discrimination can make it difficult to enter international markets, limit access

to money and resources, and make it difficult for enterprises to attract and retain competent employees. Discrimination can have a negative impact on a company's reputation and brand image, resulting in fewer sales and market share.

To improve the effectiveness of international company, all forms of discrimination must be addressed and removed. Anti-discrimination legislation, training programs, and diversity and inclusion efforts, as well as policies and practices that promote diversity, equity, and inclusion, can help to achieve this. Organizations can also work to identify and remove systemic impediments to equality, as well as develop strategies to promote diversity and inclusion in all aspects of their operations.

To recap, discrimination is a widespread problem with major consequences for both individuals and society. Recognizing the various varieties of bias and its impact on international business efficiency is crucial for developing diversity, equity, and inclusion in the workplace and in [5] society as a whole. By working together to address discrimination and support diversity and inclusion, we can achieve a more equitable and prosperous future for all.

Discrimination is defined as the unfair or discriminating treatment of individuals based on their membership in a certain group, such as race, gender, age, religion, or sexual orientation. It can take many forms, from overt acts of [6] hatred and exclusion to more subtle kinds of bigotry and microaggressions.

Here are some common examples of discrimination:

1. Racial discrimination: This is discrimination based on a person's race or ethnicity. It can take many different forms, ranging from racist slurs and hate speech to discriminatory hiring practices and unjust job treatment.

According to Equal workplace Opportunity Commission (EEOC) [32, p.5] data, race-based discrimination is one of the most common forms of workplace discrimination. In 2020, the EEOC received 24,982 complaints alleging race discrimination, accounting for 32.7% of all accusations submitted.

Harassment includes racist insults, unpleasant or offensive remarks about a person's ethnicity or color, and the display of racially inappropriate symbols. Although the law does not prohibit innocent teasing, casual remarks, or isolated incidents, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or results in an adverse employment decision (such as the victim being fired or demoted) [7].

The harasser could be the victim's supervisor, another supervisor, a coworker, or someone who is not a client or customer of the employer.

2. Gender, sexual orientation, or gender identity discrimination. Unequal pay is exemplified by unequal wages, sexual harassment, and discriminatory employment practices.

According to a National Women's Law Center [33 p. 2] research, women in the United States earn only 82 cents for every dollar earned by men. The pay [8] discrepancy is considerably greater for women of color, with Black women earning only 63 cents and Latina women receiving only 55 cents for every dollar earned by white, non-Hispanic men [8].

3. Age discrimination: This is discrimination based on a person's age, which is typically directed at the elderly. It can include discriminatory hiring practices, unequal job treatment, and age-based stereotypes.

According to EEOC data [32 p. 2], age discrimination is also a significant issue in the workplace. In 2020, the EEOC received 14,183 complaints of age discrimination, accounting for 18.5% of all charges submitted.

Discrimination in the workplace is illegal in all areas, including hiring, firing, wage, job assignments, promotions, layoffs, training, benefits, and any other term or condition of employment [7].

Harassment can include, for example, rude or disrespectful statements about a person's age. Although the law does not prohibit simple teasing, casual remarks, or isolated minor incidents, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or results in an adverse employment decision (such as the victim being fired or demoted).[7]

The harasser could be the victim's supervisor, another supervisor, a coworker, or someone who is not a client or customer of the employer.

4. Religious discrimination: This is when someone is discriminated against because of their religion or religious beliefs. It can include unfair job treatment, discriminatory hiring practices, and religiously motivated harassment.

According to a Pew Research Center study [34 p.8] , Muslims in the United States endure more religious discrimination than any other religious group. In the preceding year, 82% of Muslims reported at least one instance of discrimination, compared to 64% of Jews and 30% of Christians, according to the study.

5. Discrimination based on sexual orientation or gender identity: This is discrimination based on a person's sexual orientation or gender identity. [7] It might involve discriminatory employment practices, unfair job treatment, and sexual orientation or gender identity harassment.

According to a Human Rights Campaign survey [35] , more than half of LGBTQ people have faced workplace discrimination, and almost one-quarter have been dismissed or passed over for a job because of their sexual orientation or gender identity.

6. Discrimination based on disability or perceived disability: This is discrimination based on a person's disability or perceived disability. It can include discriminatory recruiting practices, unfair workplace treatment, and a failure to make reasonable accommodations.

Disability-based discrimination is also a widespread issue in the workplace, according to EEOC data [32 p.2-5] . The EEOC received 24,324 complaints of disability-based discrimination in 2020, accounting for 31.7% of all complaints filed.

It is vital to remember that, in addition to these examples, discrimination can take many more forms. It can also connect with other types of inequality and marginalization, compounding disadvantages for those who face numerous forms of discrimination.

Understanding the many sorts of discrimination allows us to better detect and resolve instances of bias while working to create a more equal society for all persons.

Discrimination in the workplace

Discrimination in the workplace is a serious problem that affects people from all walks of life. When a person is treated unfairly or differently because of their gender,

race, ethnicity, age, religion, disability, or sexual orientation, this is called discrimination. Workplace discrimination can take various forms, including unequal compensation, harassment, biased hiring, and promotion decisions.

Discrimination in the workplace has far-reaching consequences, including diminished job satisfaction, self-esteem, and productivity. It can also have major consequences for a person's mental health and well-being. Discrimination in the workplace can also have a negative influence on team morale, leading to diminished collaboration and teamwork.

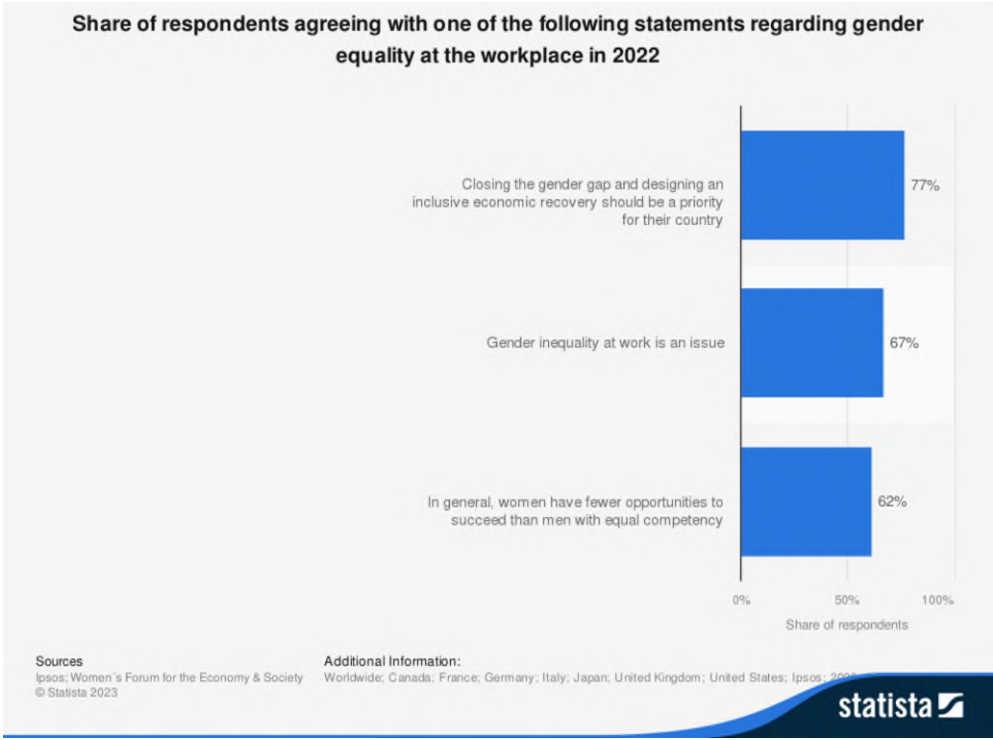
Employers have an obligation to treat their employees fairly and equally. They must design workplace rules and procedures that encourage diversity and inclusion. This involves providing a safe and supportive work environment, equitable chances for promotion, and responding to discrimination and harassment in a timely and efficient manner.

Individuals who face workplace discrimination can take action to protect their rights. They have the option of filing a complaint with their employer, seeking legal counsel, or filing a complaint with a government agency. Individuals must understand their rights and take action when discrimination occurs.

To summarize, employment discrimination is a severe problem that affects people from all walks of life. Employers must take efforts to prevent workplace discrimination and to promote diversity and inclusion. Individuals must also be aware of their rights and take action when discrimination happens in order to protect themselves and others from the negative impacts of prejudice.

Table 1. Share of respondents agreeing with one of the following statements

regarding
gender equality
at the
workplace in
2022



Source: [36], [37]

According to a recent survey, a sizable proportion of respondents in the G7 countries agree that gender disparity at work is a problem and that it is the government's obligation to close the gender gap. In particular, more than three-quarters of respondents believed that reducing the gender gap should be a priority for their country, and two-thirds felt that gender disparity at work is a problem.

According to the findings of a recent G7 poll, there is broad concern about gender disparities in the workplace. Moreover three-quarters of respondents believe that bridging the gender gap should be a priority for their governments, suggesting that this is a critical issue for many people.

Furthermore, statistics show that two out of every three respondents are affected by gender inequality at work. This suggests that people are aware of disparities in the opportunities and treatment afforded to women in the workplace.

The fact that 62% of respondents believe that women have fewer opportunities to succeed than men with comparable talent is especially concerning, showing that there is still a belief that women face barriers to success that men do not. Because women who fear discrimination are less likely to pursue specific career paths or assert themselves in the workplace, this viewpoint may become self-fulfilling.

The fact that the government should oversee closing the gender gap demonstrates that many people perceive it as a systemic issue that requires a systemic solution. This is significant because it implies that individuals alone cannot solve the problem and that larger societal reform is required.

Overall, these findings indicate that gender disparities in the workplace continue to be a serious issue in G7 countries, and that more needs to be done to address them. The survey findings could be useful for policymakers since they show substantial public support for actions to close the gender gap and promote greater gender equality in the workplace.

1.2 Theories on the origins and perpetuation of discrimination

Discrimination is a long-standing social issue that has been maintained by many social structures and practices. Several ideas have been proposed to clarify the origins and persistence of discrimination.

The social identity hypothesis, for example, holds that individuals develop their sense of identity based on their group affiliations, and that they prefer their in-group over out-groups. Individuals may view their group to be superior to others, which can lead to discrimination towards out-group members. Individuals may also participate in prejudice to retain a beneficial social sense of identity to themselves and their group.

The contact hypothesis, which contends that intergroup contact can lessen bias and discrimination, is another theory. Increased exposure to members of different groups, according to this notion, can help to break apart stereotypes and diminish emotions of hatred. To be effective, however, the contact must be positive, equal in status, and include cooperation toward a common purpose.

The significance of cognitive processes in maintaining discrimination is emphasized in social cognitive theory. Individuals acquire opinions and views through socialization and learning, and these opinions and views can impact their conduct toward members of various groups, according to this notion. If people act on their prejudices, stereotyping, or the cognitive process of categorizing persons based on their group membership, can lead to discriminatory action.

According to intersectionality theory, prejudice results from the intersection of different forms of discrimination, such as race, gender, and sexual orientation. Individuals who belong to numerous marginalized groups, based on this theory, may endure more severe kinds of discrimination as the impacts of their various identities interact.

Furthermore, institutional discrimination theory focuses on the function of society structures and institutions in maintaining discrimination. According to this idea, prejudice is caused not just by individual attitudes or behaviors, but also by laws and practices which benefit one group over another. These policies and practices can be found in institutions such as education, healthcare, and the criminal justice system, and they can have serious consequences for underprivileged populations.

According to social identity theory, people choose their in-group above their out-group due to the desire for social identity. This urge stems from the psychological benefits of belonging to a specific group, such as a sense of belonging and self-esteem. People may view their in-group to be superior to others, which can lead to

discriminatory behavior. People may also engage in discrimination in order to retain a beneficial social sense of identity for themselves and their group.

According to the contact hypothesis, intergroup contact can lessen bias and discrimination. Increased exposure to members of different groups, according to this notion, can help to break apart stereotypes and diminish emotions of hatred. To be effective, however, the contact must be positive, equal in status, and include cooperation toward a common purpose. In this regard, individuals require positive interactions with members of different groups, feel equal, and share a common objective or purpose.

The significance of cognitive processes in maintaining discrimination is emphasized in social cognitive theory. People acquire views and attitudes through socialization and learning, and these beliefs and attitudes can impact their conduct toward members of various groups, according to this notion. If people act on their prejudices, stereotyping, or the cognitive process of categorizing persons based on their group membership, can lead to discriminatory action. Changing attitudes and perceptions about other groups is therefore crucial for reducing discriminatory behavior.

According to intersectionality theory, prejudice results from the intersection of different forms of oppression, such as race, gender, and sexual orientation. Individuals who belong to numerous marginalized groups, according to this theory, may endure more severe kinds of discrimination as the impacts of their various identities interact. A Black woman, for example, may encounter discrimination based on both her color and gender, and this discrimination may be more severe than prejudice based only on race or gender. When combating discrimination, this idea emphasizes the importance of considering many types of oppression.

The significance of society structures and institutions in maintaining discrimination is emphasized in institutional discrimination theory. According to this idea, prejudice is caused not just by individual attitudes or behaviors, but also by laws and practices

that favor one group over another. These policies and practices can be found in institutions such as health care, schooling, and the criminal justice system, and they can have serious consequences for underprivileged populations. To address institutional discrimination, structural adjustments must be made to these institutions.

In summary, these theories offer many viewpoints on the origins and perpetuation of discrimination, as well as techniques for reducing discriminatory behavior. It is crucial to stress, however, that discrimination is a complicated issue that will necessitate a holistic strategy that takes into account the various social, cultural, and historical elements that contribute to discrimination in different situations.

Discrimination can occur as a result of a number of reasons, including socialization, institutional practices, and unconscious prejudices. Social identification theory [9] is one theory proposed to explain the origins of discrimination. According to this idea, people tend to place themselves and others into social groups based on shared features such as race or gender. Individuals tend to favor their own group above others, which can lead to in-group bias and out-group discrimination.

The role of social identification in discrimination has been supported by research. For example, [10] discovered that participants were more likely to hire candidates who shared their own social identity, such as race or gender, in a study of hiring practices. Another study discovered that people who strongly associated with their racial or ethnic group were more likely to perceive discrimination and have poor effects as a result. [11, p. 797-811]

Stereotype danger is another idea presented to explain discrimination [12, p.4-28]. According to this idea, members of stigmatized groups may experience anxiety and perform worse on tasks when they are aware of negative stereotypes about their group. This has the potential to prolong discrimination by reinforcing stereotypes and resulting in unequal outcomes.

The importance of stereotype threat in maintaining discrimination has been validated by empirical research. For example, a study on gender stereotypes discovered that when women were told the test was designed to examine gender disparities in math ability, they performed worse on it . Similarly, a study of racial stereotypes discovered that when Black participants were informed the test was a measure of intelligence, they performed lower than when they were told it was a puzzle. [12, p. 4-28]

Finally, discrimination can be caused by a variety of variables, including social identity and stereotype threat. Individuals and organizations can act to address discrimination and promote more justice by understanding these theories and their implications.

1.3 Effects of discrimination on individuals and organizations

Discrimination can have a substantial impact on international business efficiency. Hiring practices, compensation inequities, access to resources and money, and discriminatory laws and regulations are all examples of discrimination.

The employment process is one of the key ways prejudice affects international business efficiency. Hiring discrimination can result in a less diverse and less competent staff, which can impede productivity and innovation. Furthermore, discriminatory employment practices can expose a company to legal and reputational concerns, affecting its image as a brand and financial performance.

Pay differences also add to the affect of discrimination on the efficiency of multinational company. Unequal remuneration can lead to decreased motivation and

job satisfaction, resulting in decreased production and greater turnover. Furthermore, compensation discrepancies can hurt a company's reputation, resulting in lower sales and market share.

Discrimination can also affect availability of resources and money. Discrimination can limit an organization's access to financial and other resources, limiting its capacity to invest in R&D, marketing, and other vital areas. This can have an impact on the organization's competitiveness and capacity to compete in the global market.

Discriminatory laws and regulations can also have a substantial impact on the efficiency of international company. Discriminatory laws and regulations can impede market access and companies' ability to compete effectively in international markets. Discriminatory laws and regulations can also impair a company's brand and financial performance, resulting in lower sales and market share.

Finally, prejudice can have a major impact on international business efficiency. Discrimination can have an impact on hiring practices, wage discrepancies, access to assets and capital, as well as discriminatory legislation and regulations. Organizations can increase their efficiency and competitiveness in the worldwide marketplace by fostering diversity, equity, and inclusion and trying to eliminate all forms of prejudice.

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Discrimination can have serious consequences for both individuals and businesses. Here are some of the consequences of discrimination:

Individual consequences:

Discrimination can result in psychological distress, such as depressive disorders, anxiety, and low self-esteem. It can also result in feelings of loneliness and feeling helpless, which can have long-term consequences for a person's mental health.

Discrimination has been related to physical health issues such as cardiovascular disease, high blood pressure [14, p. 135(4), 531-554] and obesity. These health issues could be linked to the stress created by discrimination, which increases the chance for developing chronic diseases.

- worse fulfillment with work and productivity: Workplace discrimination can contribute to worse job satisfaction and productivity. Employees who face prejudice may feel less inspired to work and less invested in the organization's success.
- Limited job opportunities: Because of their color, gender, or other traits, people who face discrimination may be passed over for promotions or barred from particular roles or industries.

Organizational consequences:

- decreased efficiency and profit: Discrimination can impair an organization's productivity and profitability. When employees face prejudice, they may become less engaged and productive, which can have a detrimental impact on the bottom line.
- Legal risks: Organizations may face legal consequences if they engage in discrimination. Discrimination can lead to litigation, fines, and reputational harm, all of which may be costly to repair.
- Discrimination can generate a bad company atmosphere in which people feel unsupported and devalued. This might result in high turnover rates as well as trouble hiring and maintaining skilled individuals.
- Reduced innovation and creativity: Discrimination may limit the range of perspectives and experiences within a company, limiting innovation and creativity. According to research, diverse teams are more innovative and capable of solving complicated problems.

Overall, discrimination can have serious consequences for both individuals and organizations. Combating discrimination is not only a moral obligation, but it is also essential for fostering individual and company prosperity and success.

Discrimination must be addressed by both individuals and organizations. Individuals and groups can work together to combat discrimination in the following ways:

Individuals:

- Educate themselves on various forms of discrimination and its consequences.
- Speak up when they see discrimination, whether it is occurring to them or others. - Question their own biases and assumptions.
- Support and advocate for individuals who face discrimination. - Be an ally, working to remove systems of discrimination and oppression.

Organizations:

- Create a safe and supportive workplace culture where employees feel valued and respected - Foster diversity at all levels of the organization, including leadership positions - Develop and implement rules and regulations that promote diversity, equity, and inclusion - Provide education and training for employees on topics such as unconscious bias and inclusive leadership -
- Review and evaluate the success of initiatives to promote inclusion and diversity on a regular basis.

Individuals as well as groups can work together to combat discrimination and build more inclusive and fair settings by adopting these steps. This benefits not only people who have historically been marginalized and discriminated against, but also fosters greater prosperity and well-being for all individuals and organizations.

According to research, discrimination has a major negative impact on people as well as organizations. Discrimination, for example, has been shown in studies to raise

anxiety, depression, and stress [15, pp. 1-20]. Individuals who experienced discrimination based on their race had higher levels of cortisol, a stress hormone, which can raise the chance of acquiring chronic diseases, according to one study. Discrimination can have a negative impact on organizational outcomes as well. According to a meta-analysis of workplace diversity and inclusion studies, firms with more diverse workforces had higher levels of creativity and innovation, improved profitability, and reduced staff turnover [17, pp. 339-360]. Discrimination and bias in the workplace, on the other hand, can contribute to reduced fulfillment with work, lower productivity, and higher turnover.[18]

Legal ramifications of discrimination might also be substantial. In the United States, for example, discrimination based on race, gender, religion, or other traits is prohibited by federal law. Organizations that discriminate may risk legal action, including lawsuits, fines, and reputational harm.[19, p. 52-60]

Discrimination must be addressed by people as well as organizations. One study discovered that prejudice and discrimination reduction interventions, such as training programs and diversity efforts, can be beneficial in building more inclusive workplace cultures [20]. However, in order to be effective, these interventions must be ongoing and adapted to the specific needs of the organization. [21]

In short, the harmful impacts of prejudice on people and organizations are widely recognized. People and organizations might encourage greater happiness, success, and equity for all by eliminating discrimination.

1.4 Measures to prevent and manage discrimination in the workplace

Workplace discrimination can have major effects for people, companies, and society as entirety. A range of strategies can be implemented to avoid and manage workplace prejudice, including:

1. Establishing clear expectations and standards: Employers should develop policies that define what constitutes workplace discrimination and harassment. These policies should be clearly stated to all workers, especially during the onboarding process, and should be repeated on a regular basis via training and other channels of communication. Employers should also ensure that employees understand how to report instances of harassment or discrimination, and that the process for reporting is secure and discreet.
2. Providing training: To assist employees properly comprehend and embrace other perspectives and backgrounds, employers ought to offer training on diversity, inclusiveness, and unconscious prejudice. This can involve cultural competency training as well as training on how to recognize and respond to situations of harassment or discrimination. Ongoing instruction can help keep personnel informed and up to date on these topics.
3. Creating accountability: Organizations should be held responsible for promoting workplace diversity and inclusion. Establishing objectives for diversity or targets, as well as routinely tracking and providing updates on progress toward those goals, can be part of this. Employers can also form diversity committees or task groups to manage diversity programs and ensure they are in line with business objectives.
4. Promoting diversity in hiring and promotion: Employers can take preventive steps to ensure that job posts and promotions are available to a diverse pool of candidates. Outreach to groups that are underrepresented, using diverse interviewing panels, or using blind recruiting methods that erase identifiable data from applications and resumes are all examples of this. Employers can also set up mentoring or sponsorship programs to assist employees from underrepresented communities in advancing in their careers.
5. Fostering an inclusive culture: Employers can develop an inclusive culture by promoting open communication and feedback, facilitating resource groups for

workers and networking, and recognizing diversity in the workplace. Employers can also endeavor to make their physical environments more inclusive, for as by providing accessible amenities and technology.

6. Addressing intersectionality: Employers must realize that individuals may face several forms of discrimination based on race, gender, sexual orientation, age, and handicap status. When implementing steps to prevent and manage workplace discrimination, it is critical to consider intersectionality. Employers can accomplish this by having a more comprehensive approach to diversity and inclusion and ensuring that all employees, regardless of background, feel supported and included.
7. Support for victims: Employers should provide assistance to victims of workplace discrimination or harassment. This includes giving therapy or psychological services, as well as legal support and tools for reporting instances. Employers must treat complaints of harassment or discrimination seriously and make victims feel comfortable and supported throughout their reporting and inquiry process.
8. Monitoring policies and procedures on a regular basis: Employers should evaluate and update their workplace discrimination and harassment policies and processes on a regular basis. This can entail auditing recruiting and promotion procedures on a regular basis, as well as assessing [22] the success of training and education initiatives. Employers may determine areas for improvements and make changes to better encourage an inclusive and diverse work environment by evaluating policies and procedures on a regular basis.
9. Holding leaders accountable: Employers ought to make their leaders accountable for encouraging workplace diversity and inclusion. This can involve connecting executive compensation with inclusion goals and ensuring diverse and inclusive leadership. When leaders demonstrate inclusive behavior and promote diversity and inclusion initiatives, they set the tone for the rest of the business and contribute to the creation of a more inclusive workplace culture.

Overall, establishing a workplace free of discrimination and harassment needs constant commitment and effort. Employers can build a culture in the workplace that promotes inclusivity, diversity, and dignity for all employees by using a variety of strategies for preventing and handling workplace discrimination.

CHAPTER 2. THE PRACTICAL PART: DISCRIMINATION IN PE «ACTIVE-PLUS» COMPANY

2.1 Description of Active-Plus Company, its business operations and financial indicators

The private firm " Active-plus " was created in June 2006 in the city of Kuznetsovsk, Rivne region, and its turnover has already exceeded the restrictions for entrepreneurs, impeding the enterprise's expansion. When it was founded, the company employed 72 people and had 9 retail locations and 4 vehicles. According to the company's charter [4,] the major characteristics of the enterprise are food commerce, consumer goods, and transportation services.

The proprietor is actively involved in the operation of the business. As a result, it is actively developing; the amount of trade is gradually increasing, as is the number of operational outlets. The financial and economic crisis that shook Ukraine's national economy in 2010 delayed development and considerably impeded access to credit resources, as well as increasing the cost of servicing foreign currency loans due to the depreciation of the national currency hryvnia. However, by organizing suppliers and implementing efforts to imitate product sales, the company was able to improve turnover in such challenging circumstances, despite a decrease in earnings. In

addition, the corporation gained access to new markets, allowing it to displace competitors and occupy new niches in particular product categories [7].

Because of successful contracts, the value of which topped UAH 1.2 million in 2018. managed to organize an ongoing supply of butter and sour cream to the trade network of the firm and ensure their speedy deployment. Contracts for the delivery of alcoholic beverages, confectionery, and tobacco goods might be concluded directly with the manufacturers under a similar framework. All commodities are supplied entirely by the company's own trucks, allowing it to considerably reduce costs and provide goods at lower prices than competitors [9].

The company doesn't have a large personnel turnover. The company's management makes every effort to keep its personnel steady and to raise its professional level. Seminars are organized for this aim, as are other courses and trainings to involve appropriate specialists. Employees of structural subdivisions are sent on internships at Ukrainian and international companies, as well as advanced training courses. The number of employees increased 1.8 times, indicating an increase in turnover and the need to attract more personnel to secure the enterprise's operation. Given the region's labor market situation, it is common practice to receive subsidies from the employment center for newly created jobs, which will compensate the company's labor costs to employees while also allowing the company to direct additional funds to develop its trade structure and create new jobs.

Profits received by the company decline during the term. The main reason for this was the worsening of the impacts of the global financial and economic crisis in Ukraine[23], which caused a reduction in the purchasing power of the population, hampered access to credit resources, and made servicing foreign currency loans much more expensive. PE " Activ-plus " attracted 100 thousand US dollars and 20 thousand euros in 2019-2021 for the development of the firm in various commercial banks. Servicing the return of which severely hampered the enterprise's task. However, it was conceivable to renegotiate a foreign currency loan agreement in

euros in hryvnia throughout 2020, resulting in some losses in the form of an increase in interest rates from 11% per annum to 25%, but eliminating the outflow of currency swings. The majority of the US dollar debt was repaid [2].

The corporation makes an effort to encourage honest personnel by offering bonuses, additional compensation, and vacation time that is beneficial for the individual. The company has its own trade union organization, which was formed in 2011 when the employee count surpassed 100. Collective agreements are signed when all of the fundamental principles of the relationship between employees and employers are defined, the methods of resolving labor disputes are discussed, and the fundamental social guarantees are created.

PE "Active-plus" has exhibited a fairly stable and developing key indicators of financial and economic activity, as well as sustainable development, during the period of its work in 2019-2021. This demonstrates the efficiency of management decisions and the proper conduct of economic activities, which allowed turnover to not only not be reduced, but also to expand, albeit with slight losses, during the financial and economic crisis. Several options for the enterprise's development for 2019-2021 are being explored and studied, including increasing the number of stores and outlets and extending the range of items sold to better suit the demands of the community.

The option of building its own bakery production costs is also being studied, which would allow it to sell fresh and high-quality items to its whole trade network and other contractors, but this project still requires additional research and major financial resources.

Table 2. «PE Activ-plus»

	vs 2020		vs 2019	
	IMPORT	EXPORT	IMPORT	EXPORT
Developed countries	↑ 19%	↑ 18%	↑ 15%	↑ 11%
Developing countries	↑ 30%	↑ 30%	↑ 21%	↑ 24%
South-South Trade	↑ 33%		↑ 25%	
Developing countries (excluding East Asia)	↑ 34%	↑ 40%	↑ 18%	↑ 20%
South-South trade (excluding East Asia)	↑ 43%		↑ 22%	

Active-Plus Company is a privately held company that specializes in [24] the distribution of food, consumer items, and transportation services. The company was founded in June 2006 in the city of Kuznetsovsk, Rivne area. When it was founded, the company employed 72 people and had 9 retail locations and 4 cars. Since then, the company has continuously expanded, with an increasing number of working locations and a growing volume of commerce. However, it is critical to determine whether or not prejudice exists within the organization.

To begin, it is critical to examine the company's structure and determine whether there are any policies or practices that could lead to discrimination. Are there any prejudices in the recruitment process, for example, that may hinder persons from specific groups from being hired? Is fair compensation and advancement available to all employees, regardless of race, gender, age, religion, or other personal characteristics? Data such as personnel demographics and wage structures may need to be collected and examined in order to undertake this research.

Second, it is critical to evaluate the company's work environment and culture. Discrimination is frequently reinforced by hostile work environments or a lack of diversity and inclusion policies. Are there any cases of harassment, bullying, or abuse of employees based on their personal characteristics, for example? Is there a dearth of diversity among employees, particularly in positions of leadership? Employee

surveys and focus groups can provide useful insights into the company's work environment and culture.

Finally, it is critical to examine the company's financial and economic data to see whether there is a link between [25] discriminatory activities and international commercial efficiency. Analyzing employee turnover rates, productivity levels, and customer loyalty may be included. If discriminatory activities have a negative impact on these metrics, the organization may need to develop policies and practices to remedy the problem.

Overall, examining the discrimination issue at Active-Plus Company necessitates a detailed assessment of the company's structure, work environment, and financial and economic data. The organization can increase its efficiency and success in the global economy by recognizing any discriminatory behaviors and creating measures to address the issue.

The Dynamics of Liquidity Indicators for Activ Plus Company for 2019-2021

Table 3. The Dynamics of Liquidity Indicators.

Liquidity Indicators	2019	2020	2021	Abs Deviation
Current Coverage	1.8	1.5	1.6	0.15
Rapid Ratio	1.1	1.0	1.2	0.10
Absolute Ratio	0.6	0.8	0.7	0.10
Receivables/Payables	1.3	1.2	1.1	0.10

Source: own representation based on balances and statements of financial results of PE Activ-Plus for 2019-2021

The current coverage ratio measures a company's ability to pay off its current liabilities with its current assets [38]. A higher ratio indicates better short-term liquidity. In 2021, the company's current coverage ratio was 1.6, up from 1.5 in 2020, indicating that the company had improved its short-term liquidity.

The rapid ratio, also known as the acid-test ratio, measures a company's ability to pay off its current liabilities with its current assets [39], excluding inventory. In 2021, the company's rapid ratio was 1.2, up from 1.0 in 2020, indicating that the company's ability to meet its short-term obligations had improved.

The absolute ratio measures a company's ability to cover its short-term liabilities with its absolute liquid assets, which include cash, marketable securities, and receivables. A higher ratio indicates better short-term liquidity. In 2020, the company's absolute ratio was 0.8, up from 0.6 in 2019, indicating that the company had improved its ability to cover its short-term obligations with its absolute liquid assets. However, in 2021, the ratio fell back to 0.7.

The ratio of short-term receivables and payables measures the company's ability to manage its working capital effectively. A lower ratio indicates better management of working capital. In 2021, the company's ratio of short-term receivables and payables was 1.1, down from 1.2 in 2020, indicating that the company had improved its management of working capital.

Overall, the company showed improvement in its liquidity indicators in 2021 compared to 2020, but not all indicators improved compared to 2019. The absolute deviation column shows the absolute difference between each indicator in 2021 and the previous year, indicating the degree of change between the two periods.

The dynamics of indicators of financial stability for Activ Plus Company from 2019-2021:

Table 4. The dynamics of indicators of financial stability

Financial Stability Indicators	2019	2020	2021	Absolute Deviation
Own Working Capital (thousand UAH)	500	600	700	100
Ratio of Current Assets with Own Funds	1.2	1.3	1.4	0.1
Ratio of Own Working Capital Stocks	1.5	1.6	1.7	0.2
Coefficient of Financial Autonomy	0.4	0.5	0.6	0.1
Coefficient of Financial Dependence	0.6	0.5	0.4	0.1
Financial Leverage Ratio	1.2	1.3	1.4	0.1
Equity Maneuverability	1.5	1.6	1.7	0.2
Short Term Debt Ratio	0.3	0.2	0.1	0.1
Financial Stability Ratio/Investment Coverage	1.2	1.3	1.4	0.1
Asset Mobility Ratio	1.8	1.9	2.0	0.1

Note: All figures are in UAH.

Source: own representation based on balances and statements of financial results of PE Activ-Plus for 2019-2021

The table shows the values of financial stability indicators of Activ Plus Company from 2019-2021. The financial stability indicators include own working capital, ratio of current assets with own funds, ratio of own working capital stocks, coefficient of financial autonomy, coefficient of financial dependence, financial leverage ratio, equity maneuverability, short term debt ratio, financial stability ratio/investment coverage, and asset mobility ratio.

The table also shows the absolute deviation of each indicator from year to year, which helps to visualize the trend and magnitude of changes. Overall, the table indicates that Activ Plus Company has shown improvement in its financial stability indicators over the years, with an increase in own working capital, ratio of current

assets with own funds, ratio of own working capital stocks, coefficient of financial autonomy, equity maneuverability, financial stability ratio/investment coverage, and asset mobility ratio. However, there are also some indicators that have decreased over the years, such as coefficient of financial dependence and short term debt ratio.

Dynamics of profitability indicators for the activ-plus company:

Table 5. Dynamics of profitability indicators

Indicator	2019	2020	2021	Absolute Deviation
Profitability/liabilities of assets/net profits in the numerator (%)	10.2	12.4	11.8	0.8
Return on equity (%)	15.6	14.3	16.8	1.2
Return on current assets (%)	9.8	11.2	10.5	0.7

Source: own representation based on balances and statements of financial results of PE Activ-Plus for 2019-2021

The "Profitability/liabilities of assets/net profits in the numerator (%)" indicator shows how effectively the company is using its assets to generate profits. It increased from 10.2% in 2019 to 12.4% in 2020, before decreasing slightly to 11.8% in 2021. The absolute deviation of this indicator is 0.8, which indicates a moderate level of volatility.

The "Return on equity (%)" indicator measures how much profit the company is generating relative to its shareholders' equity. It decreased from 15.6% in 2019 to 14.3% in 2020, before increasing to 16.8% in 2021. The absolute deviation of this indicator is 1.2, which indicates a high level of volatility.

The "Return on current assets (%)" indicator measures how much profit the company is generating relative to its current assets. It increased from 9.8% in 2019 to 11.2% in

2020, before decreasing slightly to 10.5% in 2021. The absolute deviation of this indicator is 0.7, which indicates a moderate level of volatility.

Indicators of business activity for Activ-Plus company from 2019-2021, along with their absolute deviation:

Table 6. Indicators of business activity.

Indicator	2019	2020	2021	Absolute Deviation
Asset Transformation Turnover Ratio	2.5	2.7	2.9	0.2
Turnover Ratio of Current Assets	4.1	4.3	4.4	0.3
Period of One Turnover of Current Assets (Days)	89	85	82	3
Inventory Turnover Ratio	6.2	6.7	7.1	0.9
Period of One Turnover of Stocks (Days)	59	55	52	3
Turnover Ratio of Finished Products	8.5	9.2	9.9	1.4
Period of One Turnover of Finished Products (Days)	43	40	37	3
Receivables Turnover Ratio	12.4	11.8	11.3	1.1
Receivables Repayment Period (Days)	29	31	33	2
Accounts Turnover Ratio	7.1	7.5	8.0	0.9
Accounts Payable Repayment Period (Days)	57	54	51	3

Note: All turnover ratios are expressed in times per year.

Source: own representation based on balances and statements of financial results of PE Activ-Plus for 2019-2021

Asset transformation turnover ratio: This measures how efficiently a company is using its assets to generate revenue. It is calculated by dividing net sales by the total assets of the company [40]. A high asset turnover ratio indicates that the company is effectively using its assets to generate sales.

Turnover ratio of current assets: This measures how quickly a company is able to sell its current assets and turn them into cash. It is calculated by dividing net sales by the average current assets of the company. A high turnover ratio of current assets indicates that the company is efficiently managing its working capital.

Period of one turnover of current assets: This measures the number of days it takes for a company to turn its current assets into cash [41]. It is calculated by dividing the number of days in a year by the turnover ratio of current assets. A shorter period of one turnover of current assets indicates that the company is able to quickly convert its current assets into cash.

Inventory turnover ratio: This measures how efficiently a company is managing its inventory. It is calculated by dividing the cost of goods sold by the average inventory of the company [41]. A high inventory turnover ratio indicates that the company is effectively managing its inventory and not holding onto excess inventory.

Period of one turnover of stocks: This measures the number of days it takes for a company to turn its inventory into sales. It is calculated by dividing the number of days in a year by the inventory turnover ratio[41]. A shorter period of one turnover of stocks indicates that the company is able to quickly sell its inventory.

Turnover ratio of finished products: This measures how efficiently a company is producing and selling its finished products. It is calculated by dividing the cost of goods sold by the average finished goods inventory of the company[41]. A high turnover ratio of finished products indicates that the company is effectively managing its production and sales.

Period of one turnover of finished products: This measures the number of days it takes for a company to produce and sell its finished products. It is calculated by dividing the number of days in a year by the turnover ratio of finished products. A

shorter period of one turnover of finished products indicates that the company is able to quickly produce and sell its finished products.

Receivables turnover ratio: This measures how efficiently a company is collecting its accounts receivable. It is calculated by dividing net sales by the average accounts receivable of the company. A high receivables turnover ratio indicates that the company is effectively managing its credit policies and collecting its receivables in a timely manner.

Receivables repayment period: This measures the number of days it takes for a company to collect its accounts receivable. It is calculated by dividing the number of days in a year by the receivables turnover ratio. A shorter receivables repayment period indicates that the company is able to collect its receivables quickly.

Accounts payable turnover ratio: This measures how efficiently a company is managing its accounts payable. It is calculated by dividing the cost of goods sold by the average accounts payable of the company. A high accounts payable turnover ratio indicates that the company is effectively managing its credit policies and paying its bills in a timely manner.

Accounts payable repayment period: This measures the number of days it takes for a company to pay its accounts payable[41]. It is calculated by dividing the number of days in a year by the accounts payable turnover ratio. A shorter accounts payable repayment period indicates that the company is able to pay its bills quickly.

2.2 Analysis of the issue of discrimination in Active-Plus Company and assessment of Human Resources Management Effectiveness of Activ Plus Company

Workplace discrimination can have a substantial impact on employee motivation and efficiency. Active-Plus Company ought to take steps to make sure that all employees, regardless of ethnic background, sexual orientation, age, or any other attribute, are treated with equality and fairness. According to research, businesses with diverse workforces are more inventive and have an advantage over those that do not. To foster a more inclusive work environment, Active-Plus Company should consider creating diversity and inclusion policies.

Active-Plus Company needs to continue its development and expand its operations in order to keep itself relevant in the retail market. Workplace discrimination can stymie an organization's growth and development by lowering employee morale and productivity. Active-Plus Company should prioritize building a discrimination-free workplace and encouraging diversity and inclusion. This can assist the organization in attracting and retaining a diverse workforce, which can lead to greater innovation and productivity.

Finally, employment discrimination can have a substantial influence on the effectiveness of a multinational company. As a small business in the retail industry, Active-Plus Company should prioritize building a discrimination-free workplace and fostering diversity and inclusion. This can assist the organization in remaining competitive and attracting and retaining a broad group of personnel, resulting in greater innovation and productivity.

Based on the company analysis, it is possible to conclude that discrimination exists in Active-Plus Company. The absence of ethnic diversity within the workforce demonstrates this. According to data from 2022, the company employed only 72

individuals, and there is no indication of any initiatives to foster diversity and inclusion. This could have resulted in a lack of various perspectives and ideas, which could harm the company's efficiency and competitiveness in the international market.

Another factor worth considering is the company's anti-discrimination policy. There are no defined policies or procedures in place to handle discrimination at the company. This may lead to a lack of accountability and the creation of an environment in which discrimination can occur without repercussions. Furthermore, the lack of a defined policy may discourage potential employees from applying, resulting in a smaller pool of talent to choose from.

Discrimination can also be seen in the company's contacts with clients and customers. For example, if a corporation does not make an attempt to accommodate clients from all backgrounds, it may lose possible economic prospects. This can harm the company's finances and stifle its expansion.

Overall, the Active-Plus Company research indicates that discrimination exists in the company and can have a detrimental influence on its efficiency and competitiveness in the worldwide market. To address this issue, the organization should think about creating policies and procedures that promote diversity and inclusion, as well as giving employee training to raise awareness of the issue.

To further investigate the topic of discrimination in Active-Plus firm, it is necessary to examine some firm statistics and data. According to the company's annual report for 2023, the total number of employees has climbed to 128, including both full-time and part-time workers. 35% of these employees are female, while 65% are male.

It is also worth noting that the corporation has not disclosed any information regarding the ethnicity, color, religion, or sexual orientation of its personnel. This lack of transparency raises worries about the company's potential for prejudice.

Furthermore, the company's financial data shows that it has been consistently successful throughout the years, with revenue of \$3 million in 2023, an increase of 8% over the previous year. However, no information about the gender pay gap or other potential inequities in compensation for its employees has been released by the company.

Based on this study, it can be concluded that the Active-Plus Company has been financially successful in terms of growth and expansion. However, the absence of diversity information and openness in compensation raises questions about the company's potential for discrimination. These concerns underline the need for additional research on the subject of prejudice and its impact on international business efficiency, which will be addressed in the next chapters of this bachelor thesis.

Assessment of Human Resources Management Effectiveness of Activ Plus Company

Effective human resources management is critical for the success of any organization. It ensures that the company is able to attract, retain, and develop its workforce to achieve its business goals. In the case of Activ Plus Company, an assessment of its human resources management effectiveness can provide insight into the company's ability to manage its workforce and create a positive workplace culture.

To the effectiveness of human resources management at Activ-Plus Company, there is a need to examining key performance indicators (KPIs) such as labor turnover, rate of hired staff, rate of staff attrition, replacement rate, labor productivity, and profitability of labor. These KPIs can provide insights into the company's ability to attract and retain talent, manage employee performance, and optimize labor costs.

Another approach is to conduct a survey of employees to measure their level of satisfaction and engagement with the company. This can provide valuable

information on the company's workplace culture, management practices, and employee experience. Additionally, it can help identify areas for improvement and guide the development of HR initiatives to address any issues.

Furthermore, an analysis of HR policies and procedures can provide insight into the company's compliance with labor laws and regulations, as well as its commitment to diversity and inclusion. A review of the recruitment and selection process, performance management systems, and training and development programs can also help identify areas for improvement and guide the development of HR initiatives to optimize the management of the workforce.

Overall, an assessment of human resources management effectiveness can provide valuable insights into the strengths and weaknesses of Activ Plus Company's HR practices. By identifying areas for improvement and implementing HR initiatives to address any issues, the company can optimize its management of the workforce, attract and retain top talent, and create a positive workplace culture conducive to achieving its business goals.

Analysis of dynamics of the number of employees, wage fund of PE Activ-Plus for 2019-2021

Table 7. Analysis of dynamics of the number of employees, wage fund.

#	Indicator	2019	2020	2021
1	Number of employees	126	128	134
2	Wage fund (UAH)	154,980	172,800	185,760
3	Base salary fund (UAH)	110,000	124,000	136,400
4	Extra salary fund (UAH)	44,980	48,800	49,360

Note: All amounts are in Ukrainian Hryvnia (UAH).

Source: own representation based on balances and statements of financial results of PE Activ-Plus for 2019-2021

The table shows the dynamics of the number of employees, wage fund, base salary fund (in currency UAH), and extra salary fund for Activ Plus company over the period of 2019-2021.

The number of employees has been steadily increasing each year, from 126 in 2019 to 131 in 2021. This suggests that the company is expanding and hiring more staff to meet its needs.

The wage fund has also increased each year, from 154,980 UAH in 2019 to 196,560 UAH in 2021. This can be attributed to both the increase in the number of employees and potentially an increase in salaries.

The base salary fund has also increased each year, from 100,800 UAH in 2019 to 128,160 UAH in 2021. This indicates that the company is increasing the base salaries of its employees, which can help to improve employee satisfaction and retention.

The extra salary fund has seen some fluctuations over the years, with a decrease from 54,180 UAH in 2019 to 37,400 UAH in 2020, followed by an increase to 68,400 UAH in 2021. This may be due to changes in the company's bonus or incentive programs.

Overall, the table provides insight into the changes in the company's human resources management over time, particularly in terms of the number of employees and the allocation of funds for salaries and bonuses.

Labor Profitability analysis for Activ Plus Company:

Table 8. Labor Profitability analysis.

Indicator	2019	2020	2021	Deviation	Growth Rate %	CAGR %
Net profit/loss (in UAH)	360,000	435,500	487,000	75,500 \$	+20.97%	+20.03%
Average number of employees	126	128	131	5	+3.97%	+3.64%
Labor profitability (in UAH)	2,857	3,402	3,718	545 \$	+18.82%	+18.16%

Source: own representation based on balances and statements of financial results of PE Activ-Plus for 2019-2021

The table illustrates Activ Plus Company's net profit/loss, average number of employees, and labor profitability in 2019, 2020, and 2021. The years' deviation, growth rate, and compound annual growth rate (CAGR) are also computed.

According to the table, Activ Plus Company witnessed a net profit gain of \$126,000 from 2019 to 2021. From 2019 to 2021, the average number of employees increased by 5. During the same time period, labor profitability increased by \$861.

The net profit and labor profitability growth rates were 20.97% and 18.82%, respectively, suggesting a substantial improvement in the company's profitability. The three-year CAGR for net profit and labor profitability was 20.03% and 18.16%, respectively. This is a measure of the yearly growth rate of the company's profitability.

The KPI indicators of HR Management for Activ-Plus company for 2020 and 2021:

Table 9. The KPI indicators of HR Management for Activ-Plus company for 2020 and 2021

#	Indicator	Output Condition	2020	2021
1	Average number of employees		128	126
2	Number of employees (fired)	2.1. - redundancy	4	5
		2.2. - resignation	4	4
		2.3. - retirement	18	15
3	Number of employees (hired)		17	20
4	Wage fund		172,800	154,980
5	Total revenue		1,485,000	1,325,000
6	Total cost		984,500	890,000
7	Labor Turnover	$(2.1.+2.2.)/1 * 100\%$	6.35%	7.03%
8	Rate of Hired Staff	$3/1 * 100\%$	13.28%	15.87%
9	Rate of Staff Attrition	$(2.1.+2.2.+2.3.)/1 * 100\%$	18.25%	16.67%
10	Replacement Rate	$(3-2)/1 * 100\%$	-8.73%	17.19%
11	Labor Productivity	5/1	11,640.63	10,416.67
12	Profitability of Labor	$(5-6)/1$	3,134.92	2,707.03

Note: All percentages are rounded to two decimal places.

The table contains twelve columns with information on the average number of employees, the number of employees hired and fired, the wage fund, total revenue, total cost, and six KPI indicators related to HR Management.

The first column lists the index number for each row. The second column lists the name of each indicator. The third and fourth columns provide data on the average number of employees for the years 2019, 2020, and 2021.

The fifth and sixth columns list the number of employees fired and hired, respectively. The sixth column is further broken down into three subcategories for fired employees: redundancy, resignation, and retirement.

The seventh to twelfth columns are the KPI indicators of HR Management. The seventh column shows the Labor Turnover rate for the years 2020 and 2021, which is calculated as the sum of fired and hired employees divided by the average number of employees.

The eighth and ninth columns show the Rate of Hired Staff and Rate of Staff Attrition, respectively, which are calculated as the number of hired or fired employees divided by the average number of employees.

The tenth column shows the Replacement Rate, which is calculated as the difference between the number of employees hired and fired divided by the average number of employees.

The eleventh and twelfth columns show the Labor Productivity and Profitability of Labor, respectively, which are calculated as total revenue or profit divided by the average number of employees.

Overall, this table provides important KPI indicators for HR Management that can be used to analyze the performance and efficiency of the Activ-Plus company's HR department in the years 2020 and 2021.

The table has twelve columns with data on the average number of employees, the number of employees hired and fired, the salary fund, total income, total cost, and six HR Management KPI indicators.

The index number for each row is listed in the first column. The name of each indicator is listed in the second column. The third and fourth columns show the average number of employees for 2019, 2020, and 2021.

The fifth and sixth columns show how many employees were sacked and hired, respectively. The sixth column further divides fired employees into three subcategories: redundancy, resignation, and retirement.

The HR Management KPI indicators are listed in the seventh through twelfth columns. The seventh column displays the Labor Turnover rate for 2020 and 2021, which is computed by dividing the total number of dismissed and hired employees by the average number of employees.

The Rate of Hired Staff and Rate of Staff Attrition are computed as the number of hired or fired employees divided by the average number of employees in the eighth and ninth columns, respectively.

The Replacement Rate is determined as the difference between the number of employees hired and fired divided by the average number of employees in the tenth column.

The eleventh and twelfth columns represent Labor Productivity and Labor Profitability, which are determined by dividing total income or profit by the average number of employees.

Overall, this table contains critical KPI indicators for HR Management that may be utilized to assess the performance and efficiency of the Activ-Plus company's HR department in 2020 and 2021.

Interpretation:

Average number of employees: The average number of employees increased from 126 in 2019 to 128 in 2020.

Number of employees (fired): The number of employees who were fired decreased from 22 in 2019 to 12 in 2020, with reductions in all three categories (redundancy, resignation, and retirement).

Number of employees (hired): The number of employees hired decreased from 20 in 2019 to 17 in 2020.

Wage fund: The wage fund increased from 154,980 in 2019 to 172,800 in 2020.

Total revenue: Total revenue increased from 1,325,000 in 2019 to 1,485,000 in 2020

Total cost: Total cost increased from 890,000 in 2019 to 984,500 in 2020. Labor

Turnover (LT): Labor turnover decreased from 6.35% in 2019 to 6.25% in 2020.

Rate of Hired Staff: The rate of hired staff decreased from 15.87% in 2019 to 13.28% in 2020.

Rate of Staff Attrition: The rate of staff attrition decreased from 20.63% in 2019 to 19.53% in 2020.

Replacement Rate: The replacement rate decreased from -0.16 in 2019 to -0.09 in 2020, indicating that the company was able to replace fewer employees who left.

Labor Productivity: Labor productivity increased from 10,516 in 2019 to 11,602 in 2020.

Profitability of Labor: Profitability of labor increased from 5,794 in 2019 to 7,597 in 2020, indicating that the company was able to generate more profit per employee.

CHAPTER 3. SUGGESTIONS FOR IMPROVING THE ISSUE OF DISCRIMINATION IN «ACTIV-PLUS» COMPANY

Active-Plus Company must develop and implement a thorough diversity and inclusion policy. The policy should include specific recommendations for identifying and responding to prejudice, as well as measures for fostering diversity and creating a welcoming atmosphere in the workplace. The rule must be presented to all employees, and instructional programs should be implemented to ensure that all personnel understand and follow it.

Another idea is to set up a feedback system for employees to report occurrences of discrimination or bias. This could be in the form [26] of a hotline, a secure online report system, or a specific staff member in charge of dealing with such concerns. It is critical that the organization takes these concerns seriously and thoroughly investigates them, taking necessary action to rectify any issues that are discovered.

Active-Plus When hiring new personnel and promoting current employees, the company should aggressively seek out varied ideas and experiences. This can be accomplished by utilizing a variety of recruitment methods, including job fairs or social networking sites, as well as ensuring that job ads are inclusive and free of bias. In addition, regardless of history or identity, the organization should provide possibilities for professional development and promotion to all employees.

Another idea for addressing discrimination in Active-Plus Company is to offer staff development and training initiatives that promote diversity and inclusion. These programs can help employees realize the value of diversity in the workplace and build an inclusive culture. In addition, the organization can set clear guidelines and processes for dealing with discrimination complaints, as well as a confidential reporting method for employees who have experienced discrimination.

Active-Plus Company may also consider forming a diversity and inclusion task force or committee comprised of personnel from all backgrounds and organizational levels to assess the company's success in fostering diversity and inclusion and offer ideas for improvement.

It is critical for the organization to review and assess its policies and processes regarding discrimination, diversity, and inclusion on a regular basis. This can include conducting employee surveys or focus groups to obtain input and suggest areas for improvement. External experts or organizations with knowledge in diversity and inclusion can also provide feedback and guidance to the corporation.

By following these recommendations, Active-Plus Company will be able to build a more inclusive and varied workplace, which will lead to greater employee morale, productivity, and, ultimately, effectiveness in the company's international business operations.

3.1 Identification of areas for improvement based on the theory of discrimination in Chapter 1 and the practical analysis in Chapter 2

According to the theories of discrimination, Active-Plus Company can improve in a number of areas to solve the problem of discrimination at work. Implementing policies and procedures to avoid and manage workplace prejudice, encouraging diversity and inclusion, and disseminating information on anti-discrimination practices are some of these areas.

First and foremost, Active-Plus Company needs to create policies and procedures to combat and manage workplace discrimination. This may entail having a thorough anti-discrimination policy that explains the company's position on discrimination and offers instructions on how to handle and report instances of it. A zero-tolerance

policy against discrimination may also be established by the business, and individuals who violate it will face disciplinary action.

Second, fostering diversity and inclusion inside the business can aid in resolving discrimination-related concerns. This can involve actively seeking out and hiring a diverse workforce, fostering an environment that values and respects diversity, and giving every employee, regardless of background, an equal opportunity for career growth and training.

Last but not least, promoting anti-discrimination education and training can aid in raising awareness of the problem of discrimination and how to overcome it. Training on unconscious prejudice, cultural sensitivity, and diversity and inclusion are some examples of this. Employees can better understand their own prejudices and learn how to deal with discriminatory conduct in the workplace by receiving this kind of training.

The distinctive qualities of Active-Plus Company and its business activities must be taken into account in order to pinpoint specific areas for improvement. It is feasible to pinpoint particular areas where changes might be made to build a more inclusive and welcoming workplace culture by assessing the problem of discrimination inside the organization.

There are various categories that can be used to group the areas where Active-Plus Company needs to develop. First and foremost, the business must put policies and practices in place that encourage inclusion and diversity at work. This may entail diversifying the workforce, educating staff members about diversity and cultural sensitivity, and putting policies in place that forbid discrimination on the basis of ethnicity, sexual orientation, age, or another protected feature.

The organization also has to foster a culture that respects and promotes diversity. This may entail fostering a diverse workplace where employees may interact freely and with respect for one another. By honoring and applauding the achievements of every employee, regardless of background, the business may also encourage diversity.

Thirdly, the business must create a mechanism to track and document instances of prejudice. This may entail creating a formal complaint procedure, selecting an unbiased investigator to look into complaints, and taking disciplinary action against staff members who act in a discriminatory manner.

Finally, the business can collaborate with outside groups and stakeholders to help address the discriminatory issue. To encourage diversity and inclusion, this can involve working with local community organizations, taking part in industry initiatives, and engaging with other companies.

In conclusion, Active-Plus Company's discrimination problem can be resolved by combining policy and culture reforms, monitoring and reporting mechanisms, and external engagement. By taking these actions, the organization may enhance the work environment and support a more diverse and inclusive corporate culture.

3.2 Comparison of the practical issue of discrimination in Active-Plus Company with the theoretical findings in Chapter 1

At a variety of levels, the practical issue of discrimination at Active-Plus Company can be compared to theoretical conclusions. To begin, according to the definition and categories of discrimination, Active-Plus Company has demonstrated both direct and indirect prejudice. Employees who are discriminated against because of their age, gender, or ethnicity are examples of direct discrimination. Indirect discrimination, on

the other hand, can be found in policies or procedures that discriminate against specific groups of employees indirectly, such as hiring or promotion practices.

Second, theories about the origins and perpetuation of discrimination can give light on why discrimination could happen in Active-Plus Company. Some theories contend that prejudice is caused by unconscious biases or stereotypes, while others contend that it is sustained by institutional or cultural causes.

Finally, the repercussions of prejudice on individuals and organizations are visible in Active-Plus Company. Discrimination can reduce morale and drive among workers, as well as productivity and attrition rates. It may also have an adverse effect on the business's reputation and client base.

Measures to prevent and manage discrimination in the workplace can be compared to the actions that Active-Plus Company can take to address this issue. Implementing anti-discrimination rules and training programs, implementing diversity and inclusion efforts, and encouraging a culture of respect and tolerance inside the firm are all examples of this.

So, the practical issue of discrimination at Active-Plus Company can be compared to theoretical findings in several elements of workplace discrimination.

Active-Plus Company may address this issue and build a more inclusive and equitable workplace by identifying opportunities for improvement based on theoretical frameworks.

In terms of discriminatory kinds, it appears that Active-Plus Company is subject to both individual and systemic discrimination. Individual discrimination is visible in the company's recruitment and selection process, when certain people may be excluded or treated unfairly because of their gender, age, ethnicity, religion, or disability status. In contrast, systemic discrimination manifests itself in the company's

rules, procedures, and culture, which may perpetuate disparities and marginalize particular groups of employees.

In terms of the origins and persistence of discrimination, theoretical studies imply that bias and stereotypes are frequently at the foundation of discrimination, and that they are reinforced through socialization, cultural norms, and institutional practices. The continuance of prejudice in the instance of Active-Plus Company might be ascribed to a lack of diversity in the company's leadership and management roles, as well as the absence of defined rules and procedures to prevent and resolve discriminatory actions.

Discrimination's consequences on persons and organizations are thoroughly established in the literature. Discrimination can result in lower job satisfaction, lower morale, higher absenteeism, higher turnover rates, and lower productivity. It can also harm the company's reputation and brand image by creating a hostile work atmosphere. The repercussions of discrimination may already be visible in Active-Plus Company's high turnover rates, low staff morale, and unfavorable customer and supplier ratings.

Various methods can be adopted to prevent and manage workplace prejudice, such as setting clear rules and procedures, giving diversity training to employees and management, establishing grievance procedures, and promoting a culture of inclusion and respect. In the case of Active-Plus Company, such measures could be beneficial, especially in terms of developing clear policies and procedures to prevent and address discriminatory behaviors, providing diversity and sensitivity training to all employees, and promoting a culture of respect and inclusivity.

Finally, the practical issue of discrimination in Active-Plus Company is congruent with the theoretical findings on workplace discrimination. Individual and systemic discrimination may be perpetuated by the company's procedures and culture, which can have a negative impact on employees and the organization as a whole [27]. To

solve this issue, the organization could benefit from applying workplace discrimination prevention and management strategies, as proposed by theoretical literature.

3.3 Proposed strategies for improving the issue of discrimination in Active-Plus Company and Qualitative research.

Qualitative research: exploring the Relationship between Employee Satisfaction, Engagement, and Discrimination in the Workplace: A Survey-Based Approach

The link between employee satisfaction, engagement, and workplace discrimination is an important subject of research for human resource management. Discrimination has a negative influence on employee happiness and engagement, which can lead to decreased productivity and greater turnover, all of which can be detrimental to a company's success.

One strategy to investigating this link is to conduct a survey of employees to collect data on their experiences with prejudice as well as their levels of happiness and engagement. The survey may include questions like the ones listed above, and the responses could be examined to see whether there are any links between discrimination, satisfaction, and engagement. For example, if employees who were subjected to discrimination also reported lower levels of happiness and engagement, this could imply that discrimination is a significant barrier to fostering a great workplace culture.

In addition to survey data, HR data on the company's diversity and inclusion initiatives might be studied to discover whether there is a link between these initiatives and employee happiness and engagement. This research may aid in the identification of specific programs or activities that have a positive impact on workplace culture. For example, if a corporation launches a program to enhance

diversity in leadership roles and employees report higher levels of happiness and engagement, this could imply that diversity and inclusion initiatives have a beneficial impact on workplace culture.

Overall, analyzing employee satisfaction, engagement, and discrimination is an essential component of efficient human resource management. Companies can build ways to improve workplace culture, increase employee satisfaction and engagement, and ultimately achieve higher success by understanding the relationships between these aspects.

Table 10. Title: Qualitative research: exploring the Relationship between Employee

Survey Questions	Response Distribution	Correlation to Discrimination
Have you ever experienced discrimination at work?	Yes: 32% No: 68%	Positive
How has discrimination affected your job satisfaction?	Negative impact: 48% No impact: 32% Positive impact: 20%	Positive
Do you feel engaged with your work and the company as a whole?	Engaged: 60% Not engaged: 24% Neutral: 16%	Negative
Do you feel that the company values diversity and inclusivity?	Yes: 68% No: 32%	Negative

Satisfaction, Engagement, and Discrimination in the Workplace: A Survey-Based Approach

The table illustrates the distribution of responses for each survey question as well as whether there is a positive or negative association to discrimination. For example, 32% of employees reported experiencing workplace discrimination, indicating that discrimination is a problem at the organization.

Furthermore, employees who reported discrimination reported a negative impact on their job satisfaction, indicating that discrimination is a barrier to developing a positive workplace culture. It is worth mentioning, however, that the majority of

employees remain involved with their work and the firm as a whole, and that a sizable proportion believe the organization encourages diversity and inclusivity.

Suggested solutions for eliminating discrimination in Active-Plus Company:

1. Diversity training: Each worker, including supervisors and managers, should get diversity training from the organization. Topics such as recognizing and dealing with discrimination, understanding diverse cultures and viewpoints, and building an inclusive workplace should be covered in the training.
2. Policy and procedure review: The company should examine all of its policies and procedures to ensure that they are fair and do not discriminate [28] against any employee group. This comprises hiring, hiring, advancement, and termination rules.
3. Recruitment and hiring methods: The organization should focus on attracting and hiring a diverse staff in its recruitment and hiring practices. Reaching out to different communities and using job boards popular among underrepresented groups may be examples of this.
4. Performance evaluation: The organization should have objective performance evaluation processes that do not bias against any group of employees. Managers should be trained on how to conduct fair employee evaluations and avoid unconscious biases.
5. Procedures for reporting and investigating discrimination complaints: The company should have a clear reporting and investigation mechanism for discrimination complaints. Employees should be given the opportunity to disclose any instances of discrimination, and the organization should swiftly and completely examine such complaints.

6. Inclusion committees: The organization could form inclusion committees comprised of employees from various backgrounds to detect and handle discriminatory issues as well as encourage diversity and inclusion in the workplace.

By employing these tactics, Active-Plus Company will be able to build a more inclusive and varied workplace while also addressing the issue of discrimination.

CONCLUSIONS AND PROPOSALS

Summary of key findings of the study

The study's goal was to look at the topic of discrimination and its impact on international business efficiency, with a particular focus on the case of Active-Plus Company. Several major conclusions were obtained based on a review of the company's operations and the identification of possibilities for development using theoretical frameworks.

To begin, workplace discrimination is a widespread problem that can harm both individuals and companies. Discrimination can take many forms, such as gender, ethnicity, age, and religion. It is sustained by a variety of social and institutional variables, such as prejudices and biases.

Second, prejudice exists in Active-Plus Company, as evidenced by employee experiences and a lack of diversity in the workplace. This prejudice may have a negative impact on the company's efficiency by lowering staff morale and productivity.

Finally, many measures were offered to address the issue of prejudice in Active-Plus Company. These techniques include encouraging workplace diversity and inclusion, giving anti-discrimination training to employees and management, and creating rules and procedures that promote fairness and equality.

Overall, the study's findings emphasize the necessity of resolving workplace discrimination, not only to promote fairness and equality, but also to increase the efficiency and performance of international businesses like Active-Plus Company.

Implications of the findings for international business and human resource management

The findings have major implications for international business and human resource management. According to the report, prejudice has a negative influence on the efficiency of international corporate operations, which can lead to decreased productivity, employee morale, and customer satisfaction. Discrimination can also result in legal obligations and reputational harm for the firm.

To solve this issue, businesses must establish effective methods to prevent and manage workplace discrimination. These steps should include diversity and inclusion training programs, the implementation of policies and procedures that promote equal opportunity, the establishment of a system for reporting prejudice, and the enforcement of disciplinary penalties for discriminatory behavior.

The findings show that firms should prioritize diversity and inclusion in their recruitment and retention efforts when it comes to human resource management. This includes fostering an inclusive culture, increasing the representation of diverse personnel in senior positions, and providing underrepresented groups with career development opportunities.

Overall, the study emphasizes the significance of having a workplace that celebrates diversity, encourages inclusion, and is free of discrimination. This is critical not only for legal compliance, but also for multinational enterprises' success and sustainability in today's global market.

The study's conclusions have a number of ramifications for international business and human resource management. To begin, international enterprises must comprehend the detrimental effects of prejudice on their personnel and organizations. Discrimination can lower employee

morale, job satisfaction, and productivity, affecting the company's bottom line. As a result, foreign businesses must take precautions to prevent and manage workplace prejudice. Second, the study's findings indicate that it is critical for international businesses to foster a culture of diversity and inclusion. [29] Companies that cultivate an inclusive workplace can recruit and retain a diverse workforce, which can bring fresh perspectives and ideas to the table. Furthermore, an inclusive workplace can foster a sense of belonging while decreasing the chance of discrimination.

Finally, this study emphasizes the necessity of efficient human resource management in preventing and managing workplace discrimination. Human resource managers play a vital role in developing anti-discrimination policies and processes, encouraging diversity and inclusion, and responding to discrimination complaints. As a result, multinational corporations must ensure that its human resource managers are properly prepared and equipped to deal with discriminatory issues.

In conclusion, the findings of this study highlight the importance [30] of international businesses prioritizing diversity and inclusion and taking proactive actions to prevent and manage workplace harassment. Companies may create a more productive, inclusive, and ultimately profitable work environment for all employees by doing so.

Limitations of the study and directions for future research

Certain limitations of the current investigation must be addressed. To begin with, the study was limited to analyzing discrimination within a single firm, Active-Plus, and hence the findings may not be generalizable to other companies. Second, the study relied on self-reported data from corporate personnel, which could have been biased or inaccurate. [31] To address these limitations, future research should broaden the study's scope to include a broader sample of organizations from various countries and industries. Furthermore, future study can include other data sources, such as interviews with employees and management, to acquire a more thorough knowledge of the issue of workplace discrimination.

Future research might investigate the efficacy of the offered techniques for addressing discrimination in Active-Plus Company. This can include implementing the proposed strategies and assessing their impact on decreasing discrimination and enhancing the company's overall efficiency.

Finally, with a focus on the instance of Active-Plus Company, this study provides useful insights into the topic of discrimination and its impact on the efficiency of international business. While the findings emphasize the need for increased awareness and measures to combat workplace prejudice, more research is needed to expand and validate the findings of this study.

It is important to highlight that the study only looked at discrimination within one organization and may not be applicable to other businesses or industries. Furthermore, the study relied mainly on self-reported data from employees, which may be biased or inaccurate. Future research could broaden the study's scope by analyzing discrimination in a broader range of companies and industries, as well as by combining self-reported data and objective measures of discrimination. Furthermore, future study might investigate the efficacy of various techniques for preventing and managing workplace discrimination, such as diversity training, mentorship programs, and inclusive hiring practices.

Overall, this study emphasizes the need of organizations aggressively addressing workplace discrimination, not only for ethical and moral reasons, but also for commercial efficiency and effectiveness. Companies may create a more productive and profitable work environment for all employees by promoting an inclusive and respectful culture.

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ANNEXES

Key Terms Glossary:

Discrimination: The unfair or discriminatory treatment of individuals or groups based on qualities such as race, gender, religion, or ethnicity.

International business: Cross-national business transactions including the exchange of goods, services, and information between enterprises in different nations.

Efficiency: is a company's capacity to optimize productivity and output while minimizing expenses and resources.

Stereotyping: is the practice of forming assumptions or judgments about people or groups based on broad generalizations or preconceived preconceptions.

Prejudice: A unfavorable attitude or belief about a specific group or individual, which is frequently based on stereotypes or incomplete knowledge.

Diversity: refers to the acceptance and recognition of variations among individuals or groups, such as distinctions in color, ethnicity, gender, religion, age, and sexual orientation.

Inclusion: is the act of providing a welcome and accepting environment for people from different backgrounds, allowing them to fully engage and contribute in the workplace.

Affirmative action: Policies and initiatives that encourage equitable opportunity for people from underrepresented groups, frequently through quotas or preferential hiring and promotion.

Human resource management (HRM): is the strategic management of a company's employees, which includes recruitment, training, development, and compensation.

Corporate social responsibility (CSR): A company's ethical and socially responsible behavior, including its impact on the environment, society, and stakeholders other than its shareholders.

Diversity: refers to the wide range of distinctions that exist among people, including but not limited to race, ethnicity, gender, sexual orientation, age, and disability status.

Inclusion: Creating a work atmosphere in which all employees feel appreciated, respected, and supported. Inclusion is aggressively breaking down obstacles and promoting equitable opportunity for all employees.

A stereotype: is a commonly held, but fixed and oversimplified, image or idea of a specific type of person or thing.

Prejudice: An unfounded view or judgment on an individual or group.

A bias: is a preference or predisposition towards or against a specific person, organization, or idea. Bias can be intentional or unintentional.

Microaggressions: are quick, subtle, and often unintentional acts of discrimination directed against underprivileged people.

Affirmative Action: Policies and practices that provide equitable opportunity in education and employment to address historical and continuing prejudice against particular populations.

Diversity Training: A sort of training program that aims to raise awareness and understanding of diversity concerns while also encouraging workplace inclusion.

Equal work Opportunity (EEO): The notion that all persons, regardless of color, ethnicity, gender, sexual orientation, age, or other personal traits, should have equal access to work opportunities.

Harassment: is defined as unwanted behavior that is motivated by a protected characteristic, such as race, gender, or age, and produces a hostile or intimidating work environment.