

## **Inequalities faced by Employees in the Workplace: A Review Through Text and Visual Analytics**

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### **Abstract**

Organizational inequality is the differences faced or perceived by the members in terms of power, opportunities, security, work, control, monetary benefits, respect, etc., in work. Despite growing awareness regarding the effects of discrimination in the workplace on individuals and organizations, and the growing policies to tackle it, the data suggests that inequality is still deep-rooted in the organization and society. The study aims to present lenses to the readers on how 'doing gender' continues to be a common phenomenon. This article examines the research gaps in the studies of inequalities, discrimination (especially gender inequality) faced by employees. Apart from analysing research gaps, the investigation takes a turn-by-turn approach to understand why, where such atmosphere is present. The study uses a text analytics approach to understand areas of problems and, finally, who can possibly fix them. The overall understanding of this issue and the factors involved enables us to realize better research gaps. It concludes to give a better perspective to approach this ongoing issue and provides a direction to proceed further.

**Keywords:** Organizational inequality, Inequalities, gender inequality, research gaps, systematic literature review, text analytics, visual analytics.

### **Introduction**

This article presents a research gap analysis on the studies done on the concerned topic of organizational inequality. It is defined as the differences perceived or faced by the members regarding workplace decisions, power, and control over goals, resources, opportunities for promotion and interesting work, security, respect, and pleasures in work and work relations. (Acker 2006; Healy, Bradley & Forson, 2011)

Discrimination and suppression of minorities, inequalities based on gender, race, color, etc., has been common in our society and workplace. There is evidence that there is no single country in the world where men and women have reached equality in employment (Equal Opportunity for Women in the Workplace Agency, 2006). (Truss et al. 2013)

Inequality is rooted in the mindsets of people and is prevalent to date. These are present in day-to-day life activities that may seem ordinary and are accepted as a normal thing to do. This article has focused on all aspects of inequality but has considerably more focus on gender inequality which got skewed based on the analyzed data. Several issues have been brought up in this paper, taking an insight into a broad literature study.

In the present times, organizations have made policies to counter this continuous behavior after numerous employees working in organizations have voiced their grievances. People worldwide have mainstreamed this topic, for this is one deep-rooted problem been present since the ages of human inception, slowing any progress being made by human society.

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These issues not only affect an individual but the whole organization. For instances, several researchers from varied disciplinary backgrounds have recognized the detrimental effects of sexual harassment (Good & Cooper, 2016), showing it to be causing psychological harm to those battered, and lowering the job satisfaction as well as the well-being in the workplace and work performance (Gettman & Gelfand, 2007; Morganson, 2008)

The research presents an interesting insight where it is not only that toxic masculinity, or any majority suppresses females or any minority for that matter but also the vulnerable section itself who strives to achieve better heights leaves no chance to suppress other women. The women in management become not only appropriators in the eyes of men but also defectors of femininity, or traitors, in the eyes of other women. They are perceived to be inadequate by both men and other women (Rodriguez, 2013). Moreover, wages are also shaping inequalities and reflecting gender, class, race, and ethnicity. Equal pay is often viewed as a fundamental marker of gender equality (Sandberg, 2017).

Below, a more in-depth study on these issues has been presented. Research Methodology details the method and procedures used to gather data systematically. Data analysis gives a brief understanding of the tools used and the approach to analyze. Findings provide visualization and their interpretation in a detailed manner. Finally, the paper ends with a conclusion providing remarkable and meaningful insights.

## **Research Methodology**

### Data Collection

The grounded-theory method (Wolfswinkel, Furtmueller & Wilderom, 2011) has guided the systematic literature review used in this methodology. This undertaking was divided into a few stages. They are system

development, inclusion, exclusion criteria, selection procedure, data extraction, and synthesis of findings.

### System Development

Initially, a protocol was developed for the following steps. A central research question was made, based on which selection of papers was made, and inclusion and exclusion criteria were set. "What types of inequalities are taking place in the organization and what are the organizations doing about it?" was selected as the research question.

### Inclusion and exclusion criteria

Specific inclusion and exclusion criteria were established. It was done to shortlist the studies to manageable as well as relevant papers. Studies focused on gender equality, conflicts in the organization, and organizational inequality were included. The study period was decided to cover about a 10-year data (from 2010 to 2019) which seemed a reasonable amount of time to make the study worthwhile. Ten-year data from the reputed journal "Gender, Work, and Organization" was decided for review. The focus was given to the articles of "Gender, Work, and Organization" as it was more relatable and focused on the theme of the research of gender inequality. Another journal, "Industrial and Labour Relations Review" published by SAGE Journals, was used to support the study. Some liberal research from the net was also used for this study. Approximately there were 351 articles, out of which 78 articles were studied, and their data was extracted.

### Selection procedure

Total, 351 articles were found in the last ten years' data of Gender, Work, and Organization starting from 2010 January till 2019 March. The titles of these articles were examined to shortlist them based on the essence of these articles' titles relating to the theme of organizational inequality and hence reducing it to a smaller number.

From here on forth, the remaining article number was reduced to 220. At this stage, the abstracts of 220 articles were examined to get first-hand details regarding the research question studied in each of the articles. The abstracts were reviewed for quality. Those having incomplete data or having less information regarding the articles, or some not relating to the title of the articles were excluded from the initial data. All the abstracts were reviewed thoroughly. Finally, 142 were omitted from the original set of 220 abstracts assessed, leaving 78 papers for concluding analysis. Further Than, the problems in each of the articles were defined to identify them and group them as well, and the data were tabulated. These areas helped in building further analysis and assisted in answering the defined research question.

#### Data extraction and synthesis of findings

The problems in the article, research methodology used by them, sample size, conclusion, and future research suggested were extracted. This information was extracted from each of the articles directly so that the main concepts studied in each study could be identified. Further, the data was tabulated in a CSV file, post which, using python programming, word clouds were made to make combinations and compare the data.

The word cloud formation assisted in finding the significant heads for further analysis, which was based on the following areas of focus: Occupation of the people analyzed, Area of problem in the article, Who can fix these problems, research gap. This data mentioned above was derived from the details, which were already derived from the articles, i.e., 'problems in the article' etc. This was done for further clarity and better utilization and management of the data. For empirical studies, the type of study conducted was recorded (e.g., qualitative or quantitative), the sample size used in the study, study instruments used (e.g.,

observations, surveys, interviews), as well as contextual factors surrounding the study (e.g., industry, country). Total 78 papers were analyzed following the method or steps mentioned above.

Post-collection of the data, since the data was primarily textual, a one-word analysis was done where a key takeaway from the collected data was done. Entries with similar or multiple data occurrences were aggregated in the tableau software such as 'Occupation of the people analyzed. 'Type of data' and they are presented below in the analysis. Finally, using python, word clouds were made from the combined abstracts, introduction, research methodology, and conclusions of the articles.

#### **Data Analysis**

As earlier mentioned, analysis has been done using tableau software and python programming. The analysis part will include tableau visualization, python programming analysis.

Under Tableau analysis, the data was cleaned using tableau prep to make data more understandable and manageable by removing spelling and grammatical errors, splitting and joining data, removing null values, etc.

The data was gathered in an excel file which was converted into CSV files. CSV files were used in python programming to make word frequency and word clouds. Similarly, the data was inserted in the tableau to receive visualizations. Using these, inferences were created and are presented below in the findings section.

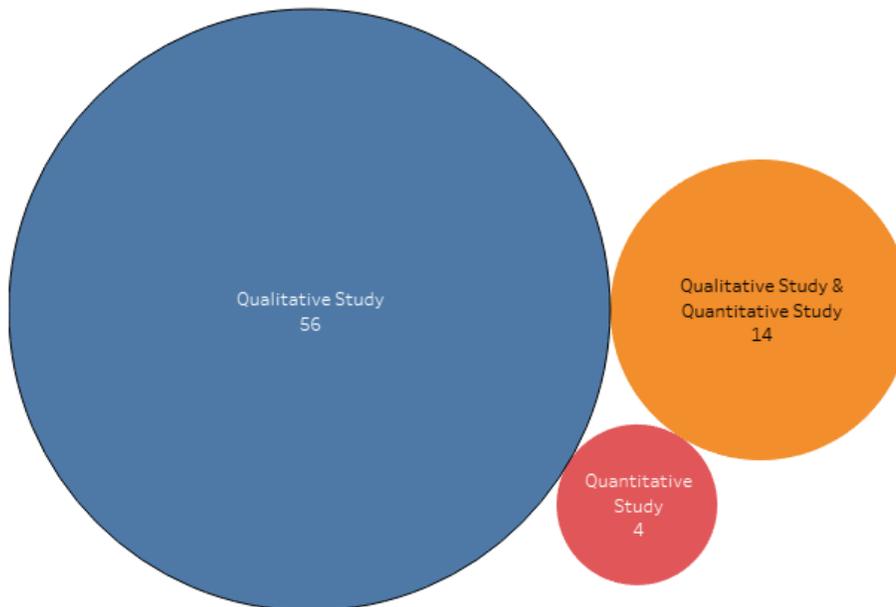
Note: In each analysis, a few of the observations have been manipulated to make sense; for example, not all studies would mention location, and so these observations would be excluded in the case of Figure 5 (location data); similarly, not all observations would have the sample size, and these observations were again excluded from Figure 4 (Sample Size for Research).

These instances would be mentioned under each study to avoid confusion and

misunderstanding.

## Findings

Frequency of different research methodology used



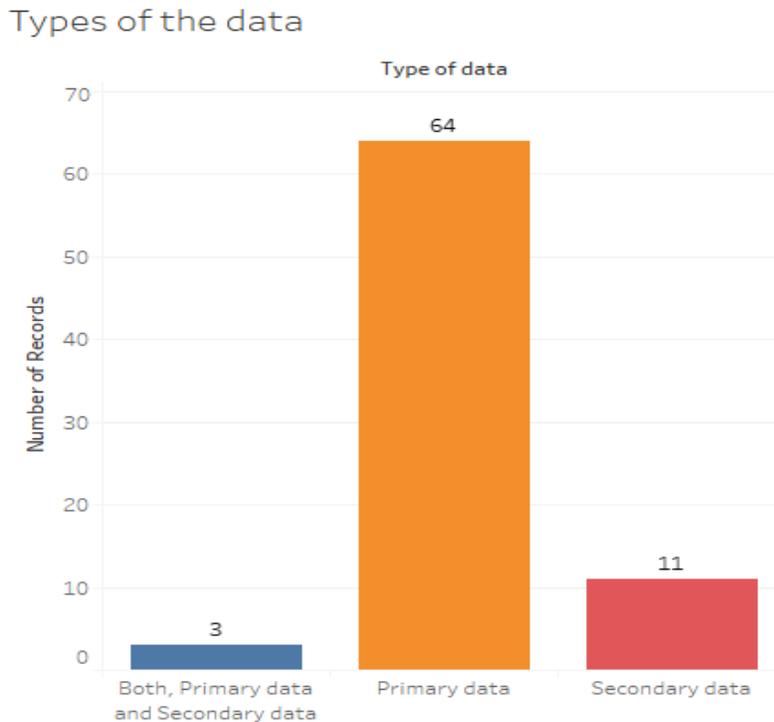
**Figure 1 (Research Methods)**

The most used research method is of a qualitative study with 56 instances (Ackers, 2019; Benozzo *et al.*, 2019; Cottingham, 2019), 4 were quantitative study (Jonnergård, Stafssudd, & Elg, 2010; Aláez-Aller, Longás-García & Ullibarri-Arce, 2011; Thornthwaite, Balnave & Barnes, 2018; Steinþórsdóttir *et al.*, 2019) and there were also papers using both the methods with 14 such instances (Gander, 2019; Maxwell, Connolly & Ní Laoire, 2019; Sattari and Sandefur, 2019).

Most of the articles based on organizational inequalities (Gatrell, 2011), especially gender inequality (Pringle *et al.*, 2017; Kringen and

Novich, 2018; Pruitt, 2018), have used qualitative research methods, where textual data was gathered through people's experiences, author's interactions (Jonsson, 2011; Lee, 2018), especially interviews (Cahusac and Kanji, 2014; O'Hagan, 2018), etc.

This puts forth a question - dependence on qualitative data acts as a barrier towards finding more in-depth insights in the concerned topic of organizational inequality, or, perhaps, textual data in the forms of experiences of the people are limited in creating an impact in the minds of viewer compared to numbers.



**Figure 2 (Source of Data)**

There were 64 papers that used primary data (Nemoto, 2013; Gherardi, 2019; Masood, 2019), 11 using secondary data (Sharp *et al.*, 2012; Halrynjo & Jonker, 2016; Rumens, 2016) and three papers using mixed data having both primary data and secondary data (Van den Brink & Benschop, 2012; Cullen & Murphy, 2017; Koskinen Sandberg, 2017).

Most studies have used primary data sources through interviews (Rafnsdóttir and Heijstra, 2013; Lowson and Arber, 2014; Hennekam and Bennett, 2017), ethnographic study (Ford and Harding, 2010; Cain, 2017; Savigny, 2017), etc.

## Data collection methods



**Figure 3 (Methods of Data Collection)**

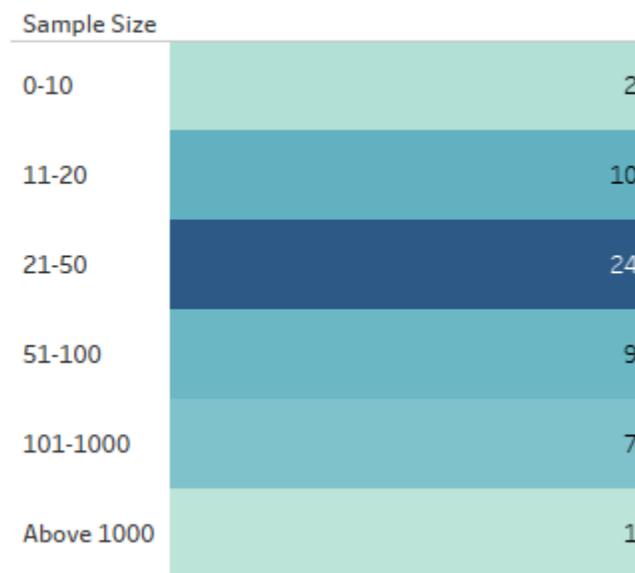
(Note: Sometimes, a study might have more than one method of collecting data, for example, Interviews clubbed with document analysis or ethnographic research. Such studies were split into a single instance. It helps to provide a single total number for every study. For example, interview and ethnographic study will be divided into two and will be counted individually. This is the reason for the total number of collection methods to be more than 78.)

There are 45 papers using interview (Kensbock *et al.*, 2015; Good and Cooper, 2016; Tariq and Syed, 2018) as a data collection method, followed by document analysis (Rodriguez, 2013; Won, 2016) been used 14 times, nine times for

survey (Truss *et al.*, 2013; Gress and Paek, 2014; Ozkazanc-Pan and Clark Muntean, 2018), 7 for ethnographic study (Bird, 2011; Cain, 2017; Savigny, 2017), 4 for action study (Lu-Ming, 2013; Arora-Jonsson and Sijapati, 2018; Heiskanen *et al.*, 2018).

Most of the interviews were semi-structured in the various studies. From this, it can be noted that more importance has been given to qualitative approaches to gathering data. Besides the two, a good number of various research methods have been used by different authors. As a whole, this brings a good variety of data.

## Sample sizes taken for studies



**Figure 4 (Sample Size for Research)**

(Note: Not all studies would have samples, hence, those observations have not been included in this figure)

Different studies have different sample sizes for either interviews, surveys, action research, or observation, etc. Sample sizes vary between a good length ranging to above 1000 (Truss *et al.*, 2013). The majority of sample size ranges to 21-50(King, 2016; Ressa, Strachan and Bailey, 2017; Ronen,

2018). The upper and lower values are inclusive. This range seems to be the most convenient range for researchers. Ideally, a higher sample size is considered better. But, a higher number should not come at the cost of quality of data either.

Data collected from different locations

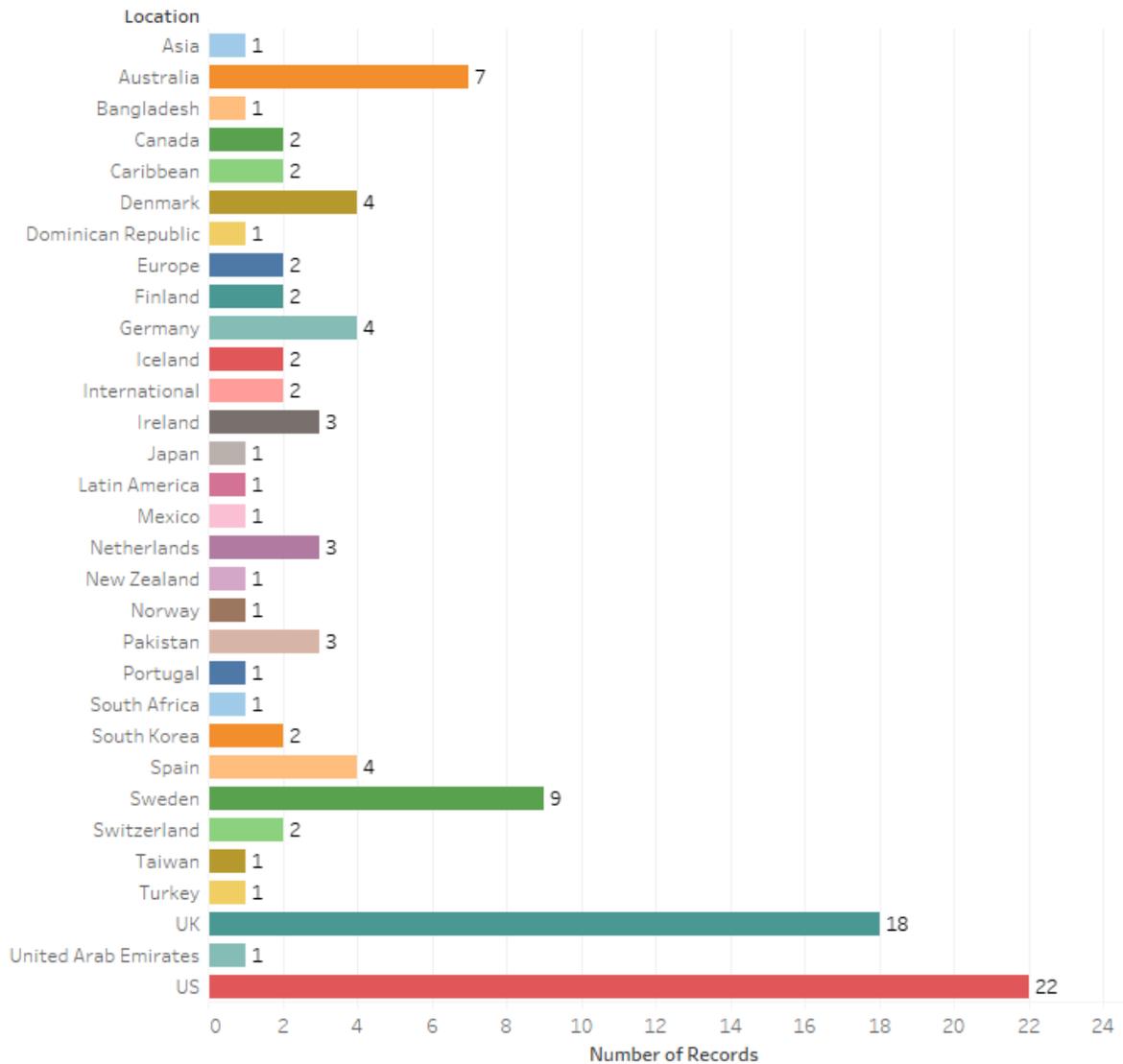


Figure 1 (Location Data)

(Note: Not all studies would mention country or location names; hence, those observations have not been included in this figure.)

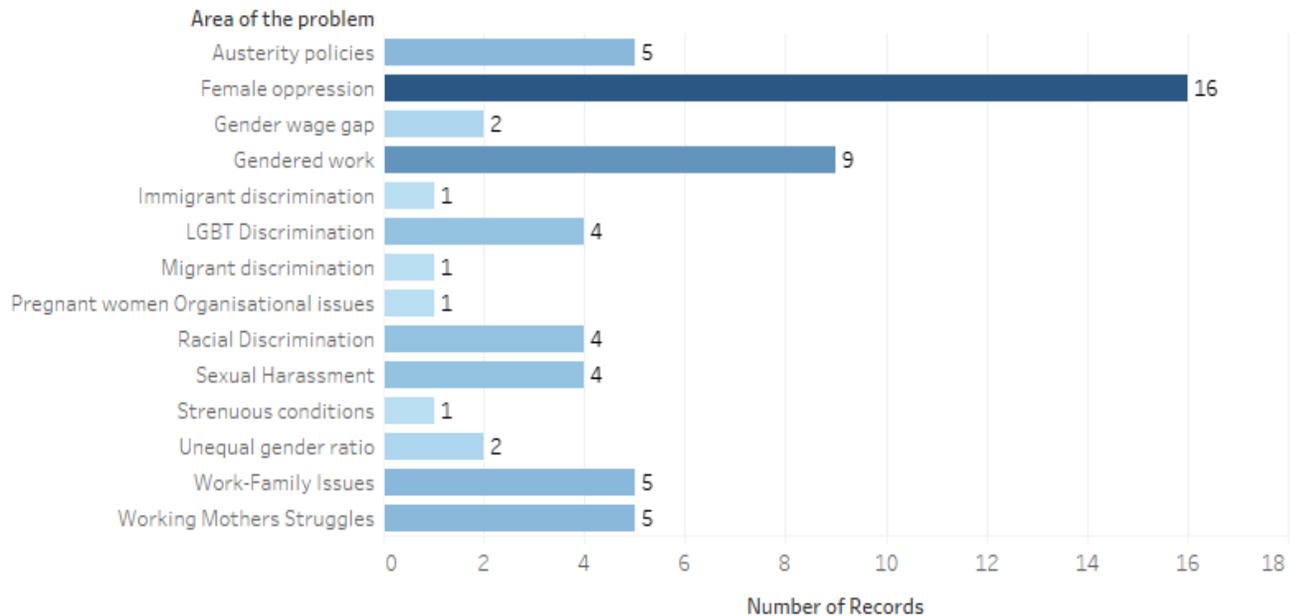
The studies have been able to cover a number of countries all around the world, bringing a variety of inputs and a diverse sample for well-balanced results. But, if we see it in-depth, the US has been covered 22 times (Bird, 2011; Seeley, 2018; Cottingham, 2019) in the selected articles. UK (Ford and Harding, 2010; Tomlinson, 2010; Greene and Robbins, 2015) follows the US with a high number as well. Both are developed countries and have been making swift transformations towards better equality in

organizations. Keeping this in mind, the data covers many other countries for a few instances, and many more are not even included. Most of the covered countries are developed countries. Developed countries are making genuine attempts to curb inequality. Many third-world countries have not been studied in depth. Here, the future studies can definitely try to be more diverse, covering poor countries, or, perhaps, people living in such countries need to volunteer to understand the basis of organizations in their

countries and the possible unequal treatment

being faced by the employees.

### Area of issues



**Figure 6 (Major issues being faced by minorities in workplace)**

(Note: This data was analyzed by further analyzing the gathered data from the various studies.)

(Note: Just like the above figures, here, a particular study could be discussing more than one problem, so in a multi-problem situation, the data was split into individual problems and then were aggregated. Also, some studies would not fit into a category or were vague; such observations were excluded solely for this analysis.)

Here, a various number of broad categories of problems can be seen. After understanding the problems in each article, they were divided into these broader categories for easier understanding. This figure is very interesting and brings out various insights. The study has been majorly focusing on gender issues then the broad inequality issues as a whole. Here, plain blunt female oppression (Masood, 2019);(Ronen, 2018);(Nielsen, 2017);(Hughes *et al.*, 2017) takes the higher number at 16 rather than a particular issue. This goes to show that there are instances where females are opposed just because they

are female, which is a clear indication of being bullied and spreading inequality in the organizations. Besides that, Other categories such as LGBT discrimination (King, 2016; Muhr, Sullivan & Rich, 2016; Rumens, 2016; Yilmaz and Göçmen, 2016), working mothers struggles (Nemoto, 2013; Cahusac and Kanji, 2014; Won, 2016; O'Hagan, 2018) and many other also needs a due attention to them.

Female oppression covers a lot of areas ranging from religious intervention with gender where women wear purdah, which becomes a sign of femininity under masculine culture (Masood, 2019), to the inequality faced by women entrepreneurs in the technology sector.(Ozkazanc-Pan and Clark Muntean, 2018) Many issues such as where entrepreneurial women have to take permission from men (Barragan, Erogul and Essers, 2018), women were facing cultural sexism in their daily life at workplace (Savigny, 2017), situations where both men

and women oppress other women to either climb up the position or to look favorable among men in management

fields(Rodriguez, 2013), etc. In all, this covers where women have to face a blunt discriminatory atmosphere in their field.

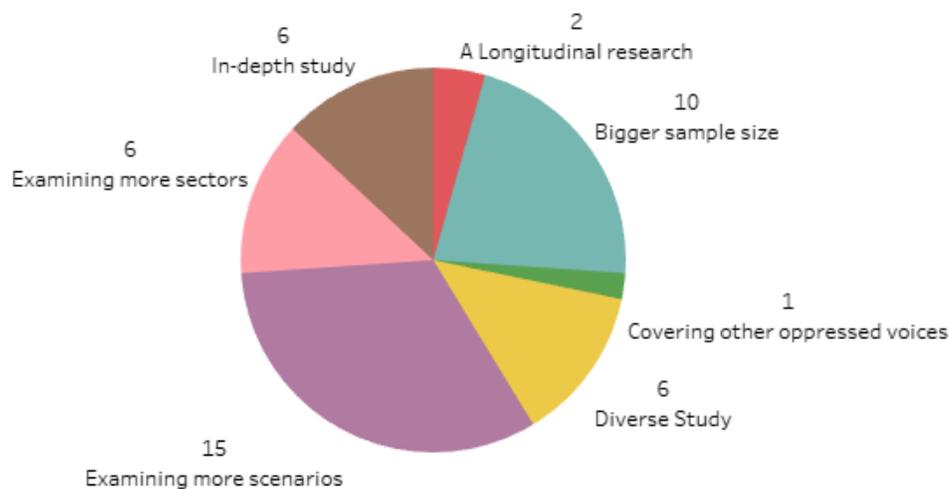
Area of the Issue	Authors that have worked on this issue
Austerity Policies	(Craddock, 2017; Cullen and Murphy, 2017; Lombardo, 2017; Puig-Barrachina <i>et al.</i> , 2017; Távora and Rodríguez-Modroño, 2018)
Female Oppression	(Masood, 2019);(Ronen, 2018);(Nielsen, 2017);(Hughes <i>et al.</i> , 2017);(Rennstam and Sullivan, 2018);(Ozkazanc-Pan and Clark Muntean, 2018);(Barragan, Erogul and Essers, 2018);(Savigny, 2017);(Greene and Robbins, 2015);(Rodriguez, 2013);(Holgersson, 2013);(Bird, 2011);(Holt and Lewis, 2011);(Healy, Bradley and Forson, 2011);(Ford and Harding, 2010)(Gress and Paek, 2014)
Gender Wage Gap	(Koskinen Sandberg, 2017; Aláez-Aller, Longás-García and Ullibarri-Arce, 2011)
Gendered Work	(Cain, 2017);(Kringen and Novich, 2018);(Pruitt, 2018); (Haas, Koeszegi and Zedlacher, 2016);(Pringle <i>et al.</i> , 2017);(Johansson and Ringblom, 2017); (Truss <i>et al.</i> , 2013);(Jonnergård, Stafsudd and Elg, 2010); (Steinþórsdóttir <i>et al.</i> , 2019)
Immigrant Discrimination	(Tomlinson, 2010)
LGBT Discrimination	(King, 2016; Muhr, Sullivan and Rich, 2016; Rumens, 2016; Yılmaz and Göçmen, 2016)
Migrant Discrimination	(Ressia, Strachan & Bailey, 2017)
Pregnant Women Organizational Issues	(Gatrell, 2011)
Racial Discrimination	(Carrim and Nkomo, 2016; Halrynjo and Jonker, 2016; Liu, 2017; Tariq and Syed, 2018)
Sexual Harassment	(MacManus and MacKinnon, 1979; Lu-Ming, 2013; Good and Cooper, 2016; Hennekam and Bennett, 2017)
Strenuous conditions	(Lowson and Arber, 2014)
Unequal Gender Ratio	(Sharp <i>et al.</i> , 2012; Gander, 2019)

Work-Family Issues	(Nemoto, 2013);(Rafnsdóttir and Heijstra, 2013);(Jonsson, 2011);(Won, 2016);(Coronel, Moreno and Carrasco, 2010)
Working Mother struggles	(Nemoto, 2013; Cahusac and Kanji, 2014; Won, 2016; O'Hagan, 2018; Maxwell, Connolly and Ní Laoire, 2019)

**Table 1 (Authors that have worked on the particular issues)**

The above table reference all the authors that have worked on these issues.

### Research Gaps



**Figure 7 (Major heads of research gaps in the various studies)**

(Note: This data was analyzed by further analyzing the gathered data from the various studies.)

(Note: Not all researchers would suggest future research and provide limitations, as such, a few observations were to be disregarded in this analysis, hence, a lower number than 78 in total in the pie-chart. There were also instances where more than one limitation or future study were suggested; as such, they were put into an individual category just like the studies above presented.)

To examine and stay true to the purpose of the study, an analysis regarding research gaps was necessary. To gather this data, limitations shared by the author and suggestions for future research cooperated. Again, the collected data was segregated into major heads for easier understanding and better visualization.

Moving on to the analysis part, the most noted limitation here is that the study could have or should focus on other scenarios. It implies that other scenarios with similar situations or similar variables may or may not have similar outcomes. As such, it becomes important to keep a note on them. Other than that, a bigger sample size has

been an issue, as seen above in Figure 4 - Sample Size for Research has more observations in between 21-50 which could

be potentially increased to cover this limitation.

Possible measures/parties who could solve these organizational issues



Figure 8 (Major heads of possible parties who can prevent/fix the issues faced by employees in the workplace)

(Note: This data was analyzed by further analyzing the gathered data from the various studies.)

(Note: Again, sometimes, more than one measure/party holds the capability together to solve an issue, for such instances, their observations were split, and their values were aggregated individually, similar to the analysis shown above.)

So far, the article has gone through problems, data collection, and research gaps. Simultaneously, it is also important to understand how these problems can be resolved; otherwise, it would be useless to reach any conclusions. The data gathered here was completely based on the opinion of the author after understanding the problem. These are the parties who are qualified to solve situations of their own as per the author's opinion.

Organizational policies have the maximum number; this simply goes to show that if an

organization (specifically, top management) tries to acknowledge these issues and make appropriate policies to counter them and implements them judiciously with follow-up, these problems can be handled to a larger extent. Some things are out of the control of organizational or governmental policies and can only be solved through public awareness and their sensitivity towards the matter. Public notions hold a lot of strength in it which has the true capability to meld situations.



**Figure 9 (Major heads of the Occupation of the people analyzed in the analyzed articles)**

(Note: This data was analyzed by further analyzing the gathered data from the various studies.)

(Note: Here, instead of the number of observations (frequencies), every unique observation of each work field was taken into consideration to show the diversity of fields. This is the figure telling where employees were working in the analyzed articles. In some cases, work fields were not mentioned, and hence they were ignored.)

All in all, A good number of 21 fields have been recorded, which is quite impressive considering 78 articles. These fields are quite diverse from each other. This also goes to show that inequality is not a problem of a

specific organization or a particular work sector but, rather, inequality persists throughout different work fields. As such, more of such other sectors needs to be examined.

<b>Occupation</b>	<b>Authors that have explored these areas of organization or workplace</b>
Management Fields	(Rodriguez, 2013; Carrim and Nkomo, 2016; Muhr, Sullivan and Rich, 2016; Gander, 2019)
Health Sector	(Healy, Bradley and Forson, 2011; Bach, Kessler and Heron, 2012; Lawson and Arber, 2014; Cain, 2017; Cottingham, 2019; Masood, 2019)
Academicians	(Bird, 2011; van den Brink and Benschop, 2012; Rafnsdóttir and Heijstra, 2013; Haas, Koeszegi and Zedlacher, 2016; Hughes <i>et al.</i> , 2017; Nielsen, 2017; Savigny, 2017; Sattari and Sandefur, 2019; Steinþórsdóttir <i>et al.</i> , 2019)
Craft Workers	(Ackers, 2019)
Police Officers	(Kringen and Novich, 2018; Rennstam and Sullivan, 2018)
Funeral Industry	(Pruitt, 2018)
Technology Sector	(Ozkazanc-Pan and Clark Muntean, 2018)
Entrepreneurs	(Barragan, Erogul and Essers, 2018)
Local Government	(Healy, Bradley and Forson, 2011)
Creative Industry	(Hennekam and Bennett, 2017)
Law	(Muhr, Sullivan and Rich, 2016; Pringle <i>et al.</i> , 2017)
Forestry & Mining	(Johansson and Ringblom, 2017)
Auditing Industry	(Jonnergård, Stafudd and Elg, 2010)
Education Sector	(Coronel, Moreno and Carrasco, 2010);(Healy, Bradley and Forson, 2011)
Business School	(Rumens, 2016)
Service Sector	(Good and Cooper, 2016)
Hotel Industry	(Kensbock <i>et al.</i> , 2015)
Clergywomen	(Greene and Robbins, 2015)
Secretary Work	(Truss <i>et al.</i> , 2013)
Insurance Sales	(Lu-Ming, 2013)
Engineering	(Sharp <i>et al.</i> , 2012)

**Table 2 (Authors that have explored these areas of organization or workplace)**

The above table references the authors that have explored these particular work fields.





revolve around these keywords, having to carry more importance.

Words	Frequency	Words	Frequency	Words	Frequency	Words	Frequency
Gender	6684	Gendered	1014	Diversity	638	Qualitative	320
Women	5685	Managemen	999	Discriminat	570	Intersection	287
Men	2393	Employme	924	Inequality	555	Austerity	273
Research	2020	Sexual	890	Masculinity	454	LGBT	264
Organization	1743	Harassmen	717	Interviews	437	Race	243
Equality	1390	Feminist	686	Wage	346		

Figure 14 (Word Frequency data of the 78 articles)

Moving to the final figure of findings which is word frequency, here, the most frequent words coming in combined all 78 articles are presented—common words like gender, women, men, research, organization, etc.

The table covers issues, research methods, and common characteristics of the articles. If we analyze all the words, a clear resemblance towards the whole study can be clearly seen.

Word	Definition
<b>Inequality regimes</b>	“Inequality regimes' within work organizations are referred to the practices through which gender inequalities are continuously (re)produced through establishing procedures that are not gender-neutral, and that can be more or less formal and more or less visible.” (Acker 2006)
<b>Intersectionality Theory</b>	“Intersectionality theory is a feminist sociological approach to the operation of individuals, groups, and societies that takes into account multiple sources of individual identity” (Adib & Guerrier 2003; Benschop 2006; Ressler, Strachan & Bailey, 2017).
<b>Gender</b>	Gender can be defined as 'patterned, socially produced distinctions between female and male, feminine and masculine (Acker 1992 cited in Sandberg 2017, p. 157).
<b>Intersectionality</b>	Intersectionality is defined as “a way various socially created categories interact in interconnecting or overlapping systems of oppression.” (Crenshaw 1989; Mirza's 1986; Childers-McKee & Bettez's 1989; Tariq & Syed, 2018)
<b>Heterosexism</b>	Heterosexism is defined as “an ideological system that denies, denigrates, and stigmatizes any non-heterosexual form of behavior, identity, relationship or community.” (Herek 1990; Yılmaz & Göçmen 2016)
<b>Postfeminism</b>	A set of ideas that both endorse and disavow feminism. (Ronen 2018)
<b>Inequality</b>	Interrelated practices, processes, actions, and meanings result in and

<b>regimes</b>	maintain class, gender, and racial inequalities. (Acker 2006; Healy, Bradley & Forson, 2011).
<b>Organizational inequality</b>	“The systematic disparities between participants in power and control over goals, resources and outcomes, workplace decisions, such as how to organize work, opportunities for promotion and interesting work, security in employment and benefits, pay and other monetary rewards, respect, and pleasures in work and work relations.” (Acker 2006; Healy, Bradley & Forson, 2011)
<b>Sexual Harassment</b>	Unwanted sex-based behavior that is used as a condition of employment or creates a hostile work environment for targets. (Buchanan & Fitzgerald 2008; Lu-Ming 2013)
<b>Homosociality</b>	Homosociality is a concept that has been used to describe a preference for relations with the same gender. (Holgersson 2013)
<b>Sexual Harassment</b>	The unwanted imposition of sexual requirements in the context of a relationship of unequal power. (MacKinnon's 1979, Kensbock et al. 2015)
<b>Ghetto Occupations</b>	They have been classified as those which are female-dominated and of low status, poorly paid, with narrow job content, and that offer few prospects for promotion (Bradley 1989; Crompton & Sanderson 1990; Lowe 1987; Schein, 200;1 Truss et al. 2013).

**Table 3 (Scholarly definitions)**

These were a few definitions collected from articles for a better understanding of the author's thoughts and their views or understanding of these terms. Mostly, all the definitions were referenced from other sources by the authors. The article has referenced the original authors here.

### **Conclusion**

These implications are for a number of people starting from managers, top management of any organization to understand the underlying problem and make necessary changes, future researchers for future studies, and of course for organizational employees as well as the general public, for it is the people who need to be aware and understand the gravity of this problem and they have the ability to spread the right word regarding the issue.

The implications are more towards managerial as they are in theory than practical. For finding the practical use, one will have to apply them in real-life scenarios to understand its usefulness.

Let us break down things into smaller pieces to get a clearer picture. A common theme in all these articles has been that discrimination is still deeply engraved in several organizations all over the world, especially against females. Organizations are recognizing these issues being faced by the employees and are adopting policies to stimulate equality and diversity in the organizations. From the above figure 6 (Major issues being faced by minorities in the workplace), If we consider only gender issues, they themselves count for 39. There is a major gender issue in organizations. The policies have been reinforcing gender equality and are helpful in reducing the gap,

but the pace has been quite slow due to

- The so-called policies are not implemented properly or have not been devised properly to be implemented in the respective organization.
- Discrimination is deeply rooted in the mindsets of people; this makes people slow or resistant to change.
- These discriminations have become a common practice that the victim itself does not recognize the discrimination happening to and around them.
- The traditional culture of the country and the organization which enforces a hegemonic patriarchal society does not let the other party rise to an equal status.

Finally, we also understand that organizations and the public are two powers that hold the capability to bring the right changes in the present scenario. As pointed out in figure 8 (Major heads of possible parties who can prevent/fix the issues faced by employees in the workplace), there were 65 observations where these parties can create a serious impact.

Moving to the main topic of research gaps, here, covering everything from research methods to possible solutions, the article presents few suggestions for researchers to incorporate in their studies.

- Most importantly, they need to keep a note of their sample size. One should make it big enough while not losing out on the quality of the data.
- Underdeveloped countries can be covered for a more diverse and truer picture of conditions of gender discrimination in the organizations.
- Studies can try to experiment with quantitative methods for such issues.

many possible reasons

- There has been a number of limitations in the studies in line with requiring examining more scenarios or other sectors in relevance to the study; the need for in-depth study has been called out 27 times.
- More pressure needs to be put on organizations to implement the right policies to curb such issues.
- In most of the studies, a stronger emphasis has been given on interviews as a data collection method having 45 such observations; other studies could and should explore other methods, as they could be the right way to find in-depth insights.
- Though the studies cover an intensive number of diverse topics yet, topics such as industrial relations, home, lack of freedom, the commodification of lives, topics considered taboo (periods and untouchability, body shaming, etc.), and many more need to be given more attention.
- A follow-up on the policies made by either organizations or government is required to ensure their proper implementation as well as their continuous improvement.

### Limitations

- A major limitation is that the report is specifically focused on gender inequality and could not study other inequalities in-depth and conflicts in the organization.
- The findings are more theoretical rather practical; they have a sense of vagueness despite thorough analysis.
- The scale of this study is small and narrow.

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