

RESEARCH OF SOME FACTORS AFFECTING DISCRIMINATION IN THE ORGANIZATION AND ITS IMPACT ON CONFLICT SITUATIONS

Irma Dikhaminjia¹,
Kanat Tireuov²,
Tatia Qajaia³,
Zhibek Khussainova⁴

Abstract: The study of discrimination in organizations remains significant. Discrimination leads to various processes linked to conflict situations. In many instances, discrimination stems from the leader's management style. It is also important to consider that any form of discrimination in an organization that causes conflict situations affects the psycho-emotional state of employees, negatively affects their health and personal lives, and ultimately disrupts the work-life balance. The mentioned condition directly affects employee performance. We identified the factors that created significant problems in the relationship between leaders and followers in Georgian organizations. The study was conducted in the Ministry of Economy and its subordinate structural units. Data were collected through an anonymous questionnaire. The developed questionnaire included 64 questions. 720 respondents participated in the survey. Hypotheses were developed and tested using the SPSS statistical package during the research process. Based on the data analysis, important recommendations were developed.

¹ Doctor of economics, Associate Professor of Business Administration, Sokhumi State University, Tbilisi, Georgia, e-mail: i.dikhaminjia@sou.edu.ge, ORCID: 0000-0002-2227-5158

² Doctor of economics, professor, Saken Seifullin Kazakh Agro-Technical Research University (KATRU), Astana, Kazakhstan, e-mail: tireuov_k@mail.ru, ORCID: 0000-0003-3904-3553

³ PhD student, Sokhumi State University, Tbilisi, Georgia, e-mail: Tkaj2011@agruni.edu.ge, ORCID: [0009-0005-7210-345X](https://orcid.org/0009-0005-7210-345X)

⁴ PhD, professor, Head (Institute of Postgraduate Education), Saken Seifullin Kazakh Agro-Technical Research University (KATRU), Astana, Kazakhstan, e-mail: zhibekh11@mail.ru, ORCID: 0000-0002-2617-838X

Keywords: discrimination, conflict situations, leadership, job satisfaction, organizational culture

JEL: J7, J0, J1.

DOI: <https://doi.org/10.58861/tae.bm.2025.2.03>

Introduction

The study of discrimination in organizations remains significant. Discrimination leads to various processes linked to conflict situations. In many instances, discrimination stems from the leader's management style (Garzon et al., 2024). It is important to study the decisions made by the manager while performing his/her work (Kalabina et al., 2021; Mushkudiani et al., 2020; Paresashvili et al., 2021). What is the manager's attitude towards the subordinate who uses non-working? What is the manager's attitude towards the subordinate who uses non-working hours to complete the task? Are they compensated differently? Does the subordinate have opportunities for career advancement? Recently, researchers have been studying job satisfaction intensively, specifically in relation to fair compensation. They discuss professional barriers and limited access to labour resources while highlighting the systemic inequality in career advancement opportunities (Wang & Chang, 2025). Research into the relationship between employee satisfaction and career position has also become relevant, as career support has a major impact on employee retention (Ferdiana et al., 2023). Workplace conflicts are prevalent and are often caused by personal differences and managerial relationships. Mentioned conflicts can impact teams and departments, resulting in dismissal, resignations, and absenteeism (Indeed, 2024).

Recognizing that individuals' perceptions of workplace discrimination are shaped by societal views on discrimination and the behavioral norms linked to organizational culture is crucial. Attitudes and beliefs regarding organizational discrimination often reflect perceptions of organizational culture (Kartolo & Kwantes, 2019).

Organizational culture significantly contributes to a stressful environment when attitudes towards discrimination are not assessed accordingly (Gryshova et al., 2019; Kazbekova et al., 2024; Mussapirov et al., 2019; Seitzhanov et al., 2020).

Subordinates perceive conflicts arising from discrimination as acute. The situation is further exacerbated when the supervisor makes an unfair and

biased decision in the conflict resolution process (Kharadze & Gulua, 2023). Often, subordinates believe that rights and responsibilities do not correspond to their position and remuneration and consider themselves victims of discrimination. On the other hand, some employees perform less work but receive disproportionately high remuneration. Some problems related to employee discrimination represent a significant challenge, and it is necessary not to allow it to become a social norm. Dealing with this challenge is the prerogative of the leader. It is important for the leader to clearly define rights and responsibilities, study the interests of followers, and make fair decisions (Popova et al., 2023; Popova et al., 2024; Petrova et al., 2018; Petrova et al., 2020; Petrova et al., 2025).

It is also important to consider that any form of discrimination in an organization that causes conflict situations affects the psycho-emotional state of employees, negatively affects their health and personal lives, and ultimately disrupts the work-life balance (Clausen et al., 2022). The mentioned condition directly affects employee performance (McCarthy, 2024; Bernabei & Kabat, 2024). In addition, the constant development and rapidly changing work environment increase the likelihood of psychosocial risks, which poses significant challenges for organizations to protect the psychological well-being of employees. (Amoadu et al., 2024).

The mentioned issues are the subject of our research. We identified the factors that created significant problems in the relationship between leaders and followers in Georgian organizations. The study was conducted in the Ministry of Economy and its subordinate structural units. Data were collected through an anonymous questionnaire. The developed questionnaire included 64 questions. 720 respondents participated in the survey.

Literature Review

The paper “Diversity and Discrimination in Research Organizations” presents a social understanding of discrimination. It also addresses the risk factors that shape discrimination and suggests ways to manage diversity and discrimination (Muller et al., 2022). Studies on various issues often reveal signs of discrimination, and similar studies were related to career management issues (Sulkhanishvili & Kharadze, 2025). The work of scientists is dedicated directly to the discrimination issues in the public sector (Dugladze et al., 2024). Our country is multinational, and we encounter

people of different religious beliefs in the workplace. Considering the above, it is interesting to study the facts of discrimination on religious grounds. (Linando, 2023) The study found an increase in workplace discrimination against Muslims. Therefore, seeing what pattern would emerge for our country was interesting. The study offers an interesting perspective on age discrimination (Kunze & Meulenaere, 2024). In this regard, studying discrimination in countries, where respect for older individuals is a core value, is also interesting. In addition, it is noteworthy that the victim of discrimination is not an older person but often a younger employee. The study focuses on interesting topics such as the workplace and internal tension caused by a toxic organizational culture (Deselnicu et al., 2024). When considering discrimination, it is difficult to avoid mentioning nepotism. Undoubtedly, nepotism is frequently condemned; nevertheless, little is known about what employees see in nepotism and why it is regarded as problematic.

In some cases, although the appointment of family members in politics and business is often frowned upon, it is considered a common occurrence (Burhan et al., 2020). An interesting international study was devoted to the preventive role of psychological support among victims of discrimination. (Eltaybani, et al., 2024). It is important to analyze these studies and adapt them to our environment. The employee evaluation system often serves as the basis for discrimination (Tarigan et al., 2025). Although all forms of discrimination require in-depth analysis, our study will focus on the supervisor's behaviour.

METHODOLOGY

The research was conducted in the Ministry of Economy and its subordinate structural units. 760 respondents participated in the survey. The obtained data were processed using the statistical software package SPSS.

Data filtering was utilized to select a certain data group for hypothesis testing. To establish the dependence and presence of a statistical relationship between variables, we employed consumer tables with the included chi-square test and General Linear Model /Univariate Analysis of Variance. Furthermore, Multivariate analysis of variance was used in the data processing process. Various graphical analysis tools were used to represent the data.

Results and Discussion

We formulated the following hypotheses to study the impact of discrimination on conflict situations and stressful environments in an organization.

Hypothesis 1: The following factors influence the frequency and causes of conflict situations arising based on discrimination: the leader's fairness in the conflict resolution process, clearly defining rights and obligations at work, and the labor discrimination acceptance as a social norm in Georgia.

The mentioned hypothesis tests the influence of three factors on two dependent variables. Therefore, we used Multivariate Analysis of Variance (MANOVA) to assess the first hypothesis.

The main table obtained by the multivariate procedure (see Table 1) presents the tests of between-subjects effects. At the end of the table, we obtained an R Squared of .358, which indicates that 35.8% of the variance in the dependent variables is explained by the influence of the independent variables. Table 1 demonstrates which factors affect the dependent variables and which do not.

Table 1
Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	Q58 How often do conflict situations arise based on discrimination?	279.728 ^a	34	8.227	7.416	.000	.358
	Q59 What is the cause of conflict in your organization?	142.192 ^b	34	4.182	2.631	.000	.165
Intercept	Q58 How often do conflict situations arise based on discrimination?	1631.967	1	1631.967	1471.009	.000	.765
	Q59 What is the cause of conflict in your organization?	1729.947	1	1729.947	1088.529	.000	.706
Q60	Q58 How often do conflict situations arise based on discrimination?	77.852	2	38.926	35.087	.000	.134
	Q59 What is the cause of conflict in your organization?	15.468	2	7.734	4.866	.008	.021

Q21	Q58 How often do conflict situations arise based on discrimination?	36.015	2	18.007	16.231	.000	.067
	Q59 What is the cause of conflict in your organization?	24.418	2	12.209	7.682	.001	.033
q63_4	Q58 How often do conflict situations arise based on discrimination?	32.428	4	8.107	7.307	.000	.061
	Q59 What is the cause of conflict in your organization?	14.115	4	3.529	2.220	.066	.019
Q60 * Q21	Q58 How often do conflict situations arise based on discrimination?	27.772	4	6.943	6.258	.000	.052
	Q59 What is the cause of conflict in your organization?	16.188	4	4.047	2.546	.039	.022
Q60 q63_4	*Q58 How often do conflict situations arise based on discrimination?	16.364	6	2.727	2.458	.024	.032
	Q59 What is the cause of conflict in your organization?	12.554	6	2.092	1.317	.248	.017
Q60 * Q21 * q63_4	Q58 How often do conflict situations arise based on discrimination?	18.971	9	2.108	1.900	.050	.036
	Q59 What is the cause of conflict in your organization?	14.347	9	1.594	1.003	.437	.020
Error	Q58 How often do conflict situations arise based on discrimination?	502.567	453	1.109			
	Q59 What is the cause of conflict in your organization?	719.931	453	1.589			
Total	Q58 How often do conflict situations arise based on discrimination?	5872.000	488				
	Q59 What is the cause of conflict in your organization?	6414.000	488				
Corrected Total	Q58 How often do conflict situations arise based on discrimination?	782.295	487				
	Q59 What is the cause of conflict in your organization?	862.123	487				

a. R Squared = .358 (Adjusted R Squared = .309)

b. R Squared = .165 (Adjusted R Squared = .102)

Source: Author's findings

Assessment of the influence of factors according to Table 1:

The data in Table 1 demonstrate that R Squared for the first dependent variable is 0.358 while for the second is 0.165. Accordingly, the combined effect of the three factors on the dependent variable - Q58 "How often do conflict situations arise based on discrimination?" - is quite strong. 36% of this variable is explained by the influence of the combination of all three factors, on the second dependent variable - Q59 "What is the cause of conflict in your organization?" - the effect of the influence of all three factors is 17%.

Factor - Q60 "Is the manager's attitude fair in the process of resolving the conflict in cases of discrimination?" - impacts both dependent variables at the 0.01 level of statistical significance. However, it has a greater impact on the variable - Q58 "How often do conflict situations arise based on discrimination?" - $F=35.087$, the effect size of the influence is high, $\text{Eta Squared}=0.134$. And on the variable of causes (Q59) $F=4.866$, the effect size of the influence is small, $\text{Eta Squared}=0.021$.

The factor "Q21 Do you have clearly defined rights and obligations at work?" also impacts both dependent variables at the 0.01 level of statistical significance. However, it has a greater impact on the variable - Q58, "How often do conflict situations arise based on discrimination?" $F= 16.231$, the effect size of the statistical influence is medium, $\text{Eta Squared}=0.067$. And on the variable of causes (Q59) $F=7.682$, the effect size of the influence is small, $\text{Eta Squared}=0.033$.

Factor Q63_4, "In Georgia, labour discrimination is increasingly perceived as a social norm," - affects the variable - Q58, "How often do conflict situations arise based on discrimination?" - at the 0.01 level of statistical significance, $F= 7.307$, the effect size of the influence is medium, $\text{Eta Squared}=0.061$. And on the variable of causes (Q59), factor q63_4 has a very weak effect, $0.05 < P < 0.1$, $F=2.220$, and the effect size of the influence is also small, equal to 0.019.

According to the results, we can conclude that the first hypothesis is confirmed under the influence of individual factors.

Both variables are influenced by a combination of factors: Q60 "Is the manager's attitude fair in the process of resolving the conflict in cases of discrimination?" and Q21 "Do you have clearly defined rights and obligations at work?". On the variable Q58, "How often do conflict situations arise based on discrimination?", with a statistical significance level of 0.01, $F=6.258$, the effect size of the influence is close to the average, $\text{Eta Squared}=0.052$, and on the variable of causes (Q59) at the 0.05 level ($P=0.039$) $F=2.546$, the effect size of the influence is small $=0.022$. It should be noted that all three factors together influence only the first dependent variable: Q58 "How often do conflict situations arise based on discrimination?" at the 0.05 level of statistical significance ($P=0.039$), $F= 1.900$.

Hypothesis 2: The stressful situation in the organization affects the employee's psycho-emotional state, health, personal life, and labour productivity.

We utilized a consumer table and the chi-square test to evaluate the second hypothesis. In the mentioned hypothesis, the stressful situation in the organization is a factor, while the other variables are dependent. The study of the mentioned topic was based on the data of those respondents selected as a result of filtering who did not deny the existence of a stressful environment.

By implementing the procedure, we obtained the frequency distributions of the dependent variables in relation to the stressful environment variable (see Table 2) and a table of the chi-square test (see Table 3).

Table 2
Frequency distributions of dependent variables in relation to the stressful environment variable

Dependent variables	Categories	Q54 Do you think there is a stressful environment at your workplace? (Row N %)		
		Yes	Partially	I don't have an answer
Q55 Does discrimination in the workplace cause a deterioration in your psycho-emotional state?	Never	23.8%	71.4%	4.8%
	Sometimes	29.8%	66.0%	4.3%
	Often	40.8%	59.2%	0%
	Always	37.5%	58.9%	3.6%
	I don't have an answer.	14.5%	32.9%	52.6%
Q61 How does discrimination in an organization affect your health?	Significantly negative	51.0%	44.9%	4.1%
	Negative	34.7%	63.4%	2%
	Does not affect	21.1%	73.7%	5.3%
	I don't have an answer	18.8%	56.3%	25%
	There is no discrimination in the organization	14.0%	44.2%	41.9%
Q62 How does discrimination in the organization affect your personal life?	Significantly negative	45.7%	50%	4.3%
	Negative	48%	49.3%	2.7%
	Positive	0%	75%	25%
	Does not affect	23.4%	70.3%	6.3%
	I don't have an answer	9.9%	45.7%	44.4%
Q64 Does discrimination in your organization affect your productivity?	Yes	37.7%	58.5%	3.8%
	No	26.7%	53.3%	20%

Source: Author's findings

Table 3
Chi-square test results

		Q54 Do you think there is a stressful environment at your workplace?
Q55 Does discrimination in the workplace cause a deterioration in your psycho-emotional state?	Chi-square	179.599
	Df	8
	Sig.	.000
Q61 How does discrimination in an organization affect your health?	Chi-square	130.766
	Df	8
	Sig.	.000
Q62 How does discrimination in the organization affect your personal life?	Chi-square	149.373
	df	8
	Sig.	.000
Q64 Does discrimination in your organization affect your productivity?	Chi-square	11.597
	df	2
	Sig.	.003

Source: Author's findings

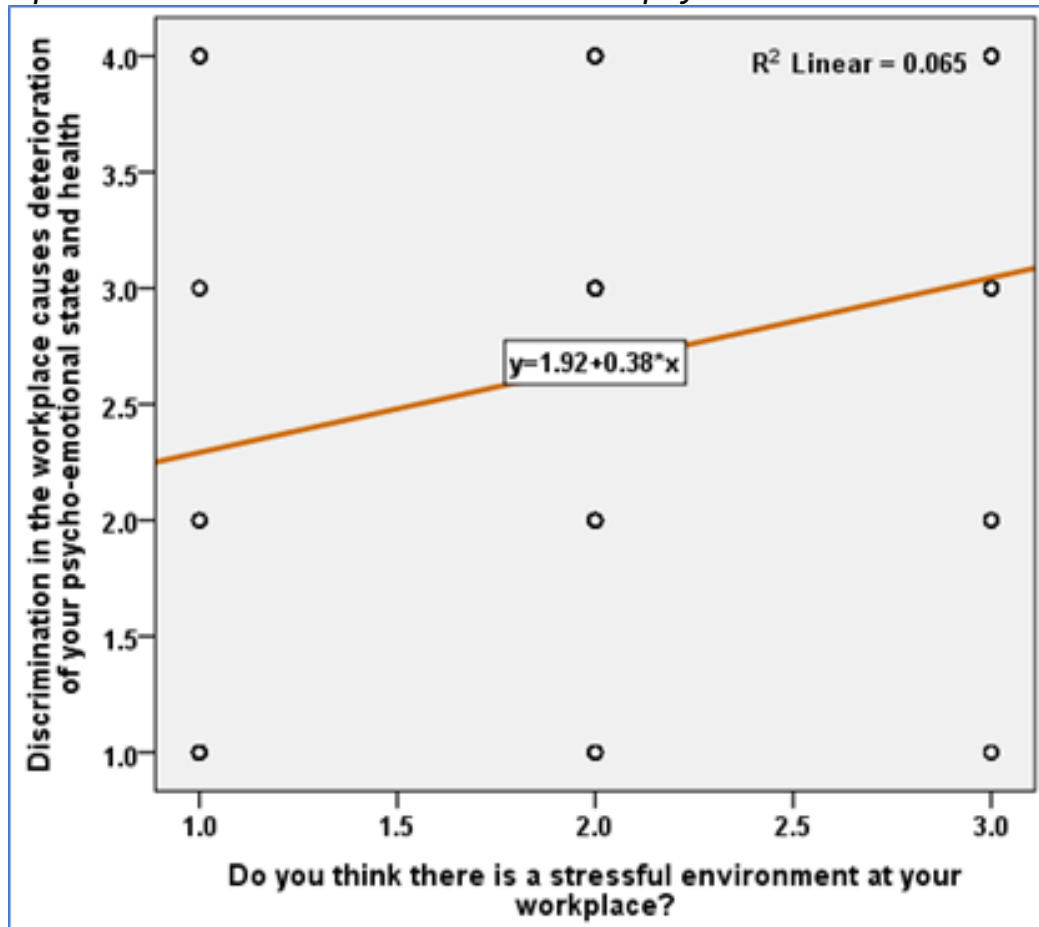
The chi-square test results table demonstrates that a stressful workplace environment affects all three dependent variables in the following order:

1. The greatest impact is on the psycho-emotional state, at the 0.01 level of statistical significance ($p < 0.001$), the chi-square coefficient is equal to 179.599;
2. On personal life, at the 0.01 level of statistical significance ($p < 0.001$), the chi-square coefficient is equal to 149.373;
3. On health, at the 0.01 level of statistical significance ($p < 0.001$), with a chi-square coefficient of 130.766;
4. On labour productivity, at the 0.01 level of statistical significance ($p = 0.003$), with a chi-square coefficient of 11.597.

We can conclude that the second hypothesis is confirmed, according to the results. The diagrams below illustrate the relationships between stressful environments and psycho-emotional state (see diagram 1), health (see diagram 2), personal life (see diagram 3), and labour productivity (see diagram 4).

Diagram 1

The impact of a stressful environment on the psycho-emotional state

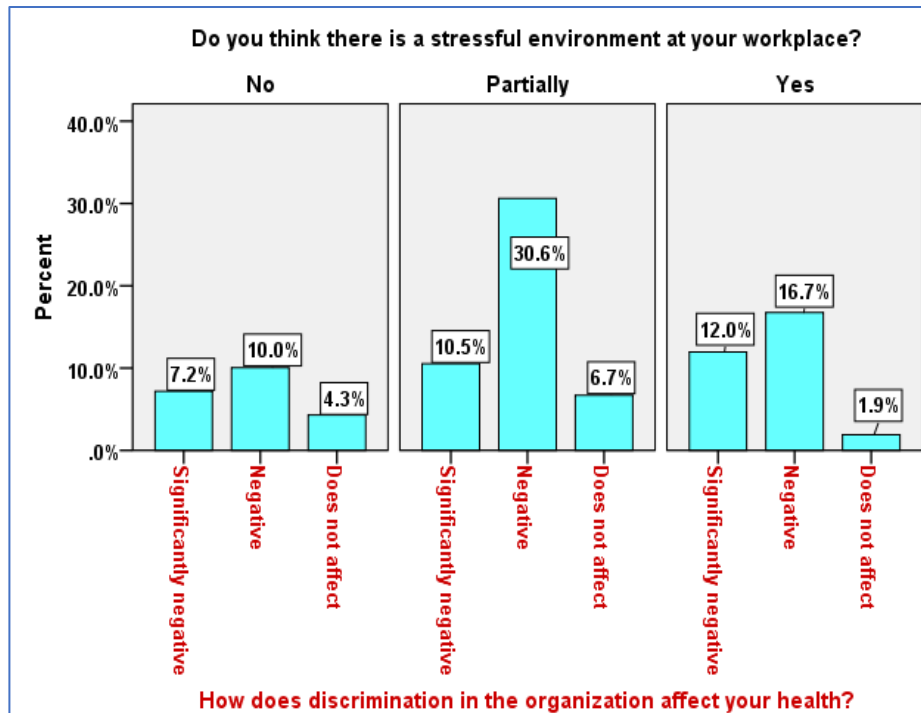


Source: Author's findings

If we take into account that in the first diagram, the categories of the variable "Q54_1 Do you think that there is a stressful environment at your workplace?" are arranged in the following order: 1-no, 2 partially, 3-yes, and the variable - "Q55 Does discrimination at the workplace lead to a deterioration in your psycho-emotional state?" is scored with the following correspondence: 1 - never, 2 - sometimes, 3 - often, 4 - always, then we obtain a directly proportional relationship and thus the presence of a stressful environment always leads to a deterioration in the respondent's psycho-emotional state.

Diagram 2

The impact of a stressful environment on health

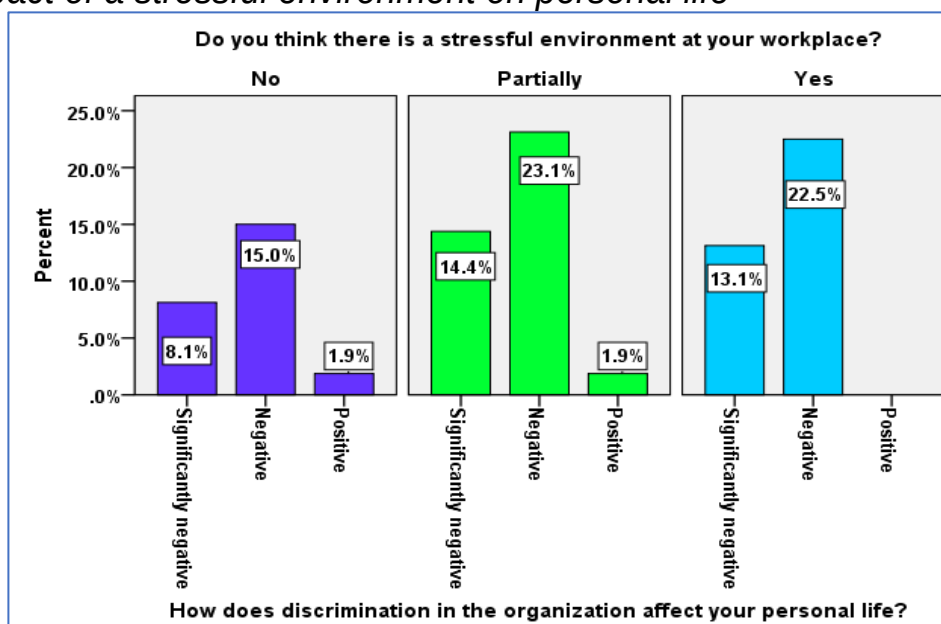


Source: Author's findings

Diagram 2 demonstrates that discrimination has a negative (or significantly negative) impact on health in the presence or partial presence of a stressful environment.

Diagram 3

The impact of a stressful environment on personal life

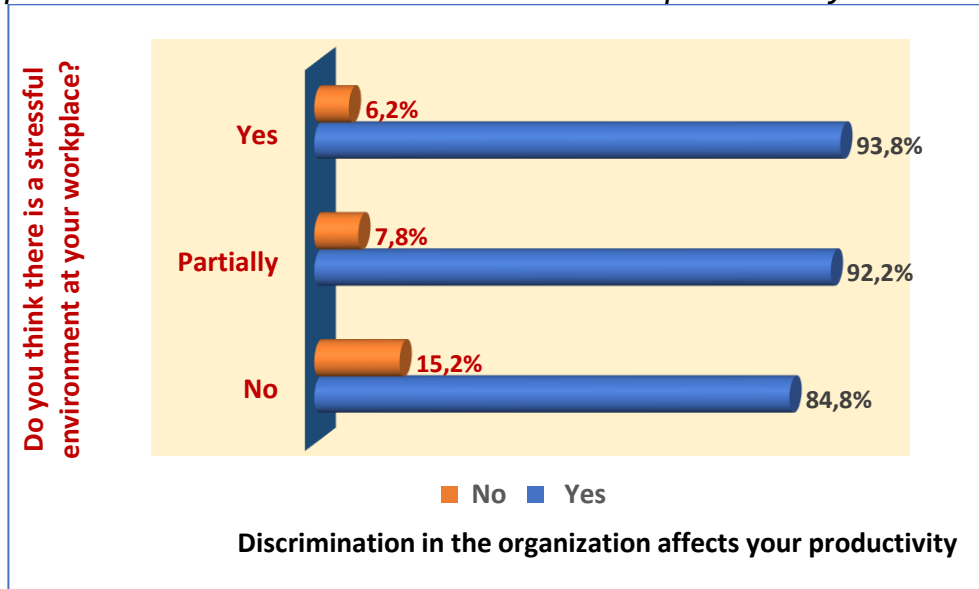


Source: Author's findings

Diagram 3 demonstrates that a stressful environment's presence or partial presence has a negative and significantly negative impact on the respondent's personal life.

Diagram 4

The impact of a stressful environment on labour productivity



Source: Author's findings

Diagram 4 demonstrates that discrimination within an organization significantly impacts labour productivity.

Conclusions and Recommendations

- Research indicates that the leader-manager management style creates a stressful environment. Therefore, organizational leaders should use a combination of democratic and authoritarian leadership styles (Maqbool, et al., 2024). Studies indicate that a democratic leadership style impacts organizational behaviour. It fosters and enhances organizational behaviour and establishes a positive relationship between leadership style and organizational behavior. Democratic leadership style has a positive effect on improving employee skills, productivity and morale. Under democratic leadership, subordinates contribute more to the organization's results (Hikmat & Ghorbandi, 2024). A harmonious workplace environment will assist employees in achieving a better work-life balance, directly impacting productivity growth (Kharadze et al., 2024).

- Overtime working hours and the remuneration system are regulated by the relevant law in the country (Parliament of Georgia, 2015). Nevertheless, overtime work, in some cases, impacts the stressful environment experienced by the respondents. The supervisor should examine the living conditions of each employee, including their marital status (married or single), interests, and the dynamics of their workability.

- Studies conducted in Georgia have also shown that one of the factors affecting employee satisfaction is the proper distribution of work and non-work time (Pirtskhalaishvili et al., 2023). The current research has identified connections between stressful environments and workplace conflicts. A personalized approach to subordinates, along with consideration for their interests by the supervisor, enhances the perception that the subordinate is a valuable member of the organization. Additionally, it is important to examine the extent of overtime pay, how well it meets the employee's needs, and whether it is worthwhile for them to allocate their time budget to work again. Unfortunately, this issue was not addressed in the study. Numerous studies have validated the influence of effective labour management on health (Arata et al., 2023).

Therefore, the organization's management should offer other benefits to help maintain the employee's well-being. Poor health makes it difficult to manage conflict situations in a stressful environment.

- The fact that most employees believe they deserve to work in a higher position becomes the basis for a stressful environment. In this case, it is also important for the supervisor to evaluate the employee transparently. We consider it appropriate to strengthen the above-mentioned management decision with legislation to reduce the likelihood of making subjective decisions. In Georgia, the roots of nepotism are so strong that helping relatives is even considered a necessary norm. Legislative norms should allow the manager to promote an individual based on objective criteria (years of service, competence, etc.).

The current study allows for additional research to identify the factors that impact employee satisfaction more accurately. It is crucial to explore the elements that obstruct a positive organizational culture within more public sector units.

References

- Arata , S., Sugiuchi , M., Ikaga, T., Shiraishi , Y., Hayashi, T., Ando, S., & Kawakubo, S. (2023). Economic benefits of the effects of office environment on perceived work efficiency and presenteeism. *Building and Environment*.
- Amoadu, M., Ansah , E. W., & Sarfo, J. O. (2024). Preventing workplace mistreatment and improving workers' mental health: a scoping review of the impact of psychosocial safety climate. *PMCPubMed Central*.
- Bernabei & Kabat, PLLC. (2024, Mar 7). *How does discrimination affect employee performance?* Available online: www.bernabeipllc.com: <https://www.bernabeipllc.com/blog/2024/03/how-does-discrimination-affect-employee-performance/>
- Burhan, O. K., Leeuwen, E., & Scheepers , D. (2020). On the hiring of kin in organizations: Perceived nepotism and its implications for fairness perceptions and the willingness to join an organization. *Organizational Behavior and Human Decision Processes*, pp.34-48.
- Clausen, T., Rugulies, R., & Li, J. (2022). Workplace discrimination and onset of depressive disorders in the Danish workforce: A prospective study. *Journal of Affective Disorders*, pp.79-82.
- Deselnicu, D., Barbu, A., & Anton, M.-I. (2024, July). Discrimination Against Vulnerable Personnel in the Workplace. *Proceedings of the International Conference on Business Excellence*, pp. 1007-1017.
- Dugladze, D., Kharadze, N., & Dzotsenidze, T. (2024). Equality and Discrimination in Public Service. *Strategic Imperatives Of Modern Management 7th International Scientific Conference* pp. 27-30. 7th International Scientific Conference.
- Eltaybani, S., Igarashi, A., Cal, &A., Lai, (2024). Promoting workplace retention during global crises: An international survey of the preventive role of psychological support among victims of social discrimination in long-term care facilities. *Geriatric Nursing*, pp.94-102.
- Ferdiana, S., Khoirunnisa, R. M., Khan, Z., & Ray, S. (2023). Investigating the Impact of Career Development,Organizational Commitment, and OrganizationalSupport on Employee Retention. *Journal of Management Studies and Development*, pp.117-128.
- Garzon, F., Serrano-Malebran, J., Milena Arenas-Arango, S., & Molina, C. (2024). Full range leadership style and its effect on effectiveness, employee satisfaction, and extra effort: an empirical study. *Frontiers in Psychology*.

- Gryshova, I., Petrova, M., Tepavicharova, M., Diachenko, A., & Gutsul, T. (2019). A model for selection of a management team to ensure the sustainability and development of the business organizations, *Entrepreneurship and Sustainability Issues* 7(1): pp.690-703. doi: 10.9770/jesi.2019.7.1(49)
- Hikmat, H., & Ghorbandi, N. (2024). Effect of Democratic Leadership Styles on Corporate Performance. *Journal for Research in Applied Sciences and Biotechnology*, pp. 237-241.
- Indeed. (2024, December 9). *6 workplace conflict examples with useful resolutions*. Available online indeed.com: <https://uk.indeed.com/career-advice/career-development/workplace-conflict-examples>
- Kartolo, A., & Kwantes, C. (2019). Organizational culture, perceived societal and organizational discrimination. *Equality Diversity and Inclusion An International Journal*.
- Kalabina, E.G., Gazizova, M.R., & Khussainova, Z.S. (2021). Structural Dynamics of Employment of Older People in the Eurasian economic union countries. *Economy of Regions*, 17 (3), pp. 842-854. doi: 10.17059/ekon.reg.2021-3-9
- Kazbekova D, Petrova M, Sushchenko O, Belgibayeva A, & Mitkov, M. (2024). Mechanisms of Stimulation of Small- and Medium-Sized Entrepreneurship: The Experience of Kazakhstan. *Journal of Risk and Financial Management*. 2024; 17(7):257. doi: 10.3390/jrfm17070257
- Kharadze, N., & Gulua, E. (2023). Organizational Conflict Management Challenges. *European Journal of Marketing and Economics*, pp.77-92.
- Kharadze, N., Katsitadze, N., Pirtskhalaishvi, D., Dugladze, D., & Tushishvili, N. (2024). Georgian management style and the research of factors affecting the behaviour of subordinates in the ministries of economic profile. *Financial and credit activity problems of theory and practice*, pp.499-508.
- Kunze, F., & Meulenaere, K. D. (2024). Discrimination in organizations on the basis of age. *Current Opinion in Psychology*.
- Khussainova, Zh., Yeskendir, N., Penev, N., Nencheva, I. (2024). The specifics of the problem of working poverty in the context of food security. *BIO Web Conf.*, 114 (2024) 01012, doi: 10.1051/bioconf/202411401012
- Linando, J. A. (2023). A relational perspective comparison of workplace discrimination toward Muslims in Muslim-minority and Muslim-majority countries. *International Journal of Cross Cultural Management*.
- McCarthy, D. (2024, February 26). *How Workplace Discrimination Affects Career Development*. Available online: damianmccarthy.com:

- <https://damianmccarthy.com/how-workplace-discrimination-affects-career-development/#:~:text=The%20impact%20ongoing%20discrimination%20has,themselves%20forward%20for%20leadership%20roles>.
- Maqbool, S., Ihsan Zafeer, H., Maqbool, S., Zeng, P., Draissi, Z., & Javed, S. (2024). Stance of numerous leadership styles and their effect on teaching to sustain academic performance at the high school level. *Heliyon*.
- Müller, J., Striebing, C., & Schraudner, M. (2022). Diversity and Discrimination in Research Organizations: Theoretical Starting Points. *Expert Diminished Value Report*, pp.3-30.
- Mussapirov, K., Djalkibaev, J., Kurenkeyeva, G., Kadirbergenova, A., Petrova, M., & Zhakypbek, L. (2019). Business scaling through outsourcing and networking: selected case studies. *Entrepreneurship and Sustainability Issues*, 7(2), pp.1480-1495. doi:10.9770/jesi.2019.7.2(48)
- Mushkudiani, Z., Gechbaia, B., Gigauri, I., & Gulua, E. 2020. Global, economic and technological trends in human resource management development. *Access to science, business, innovation in digital economy*, ACCESS Press, 1(1): pp.53-60. doi: 10.46656/access.2020.1.1(4)
- Paresashvili, N., Tikishvili, M., & Edzgveradze, T. (2021). Employees discrimination issues based on the statistical analysis using SPSS (Case of Georgia, Republic of). *Access to science, business, innovation in digital economy*, ACCESS Press, 2(2): pp.175-191. doi: 10.46656/access.2021.2.2(5)
- Parliament of Georgia. (2015, 11 11 Consolidated version (13/12/2024)). *Law of Georgia on Public Service*. Available online: [matsne.gov.ge: https://matsne.gov.ge/en/document/view/3031098?publication=56](https://matsne.gov.ge/en/document/view/3031098?publication=56)
- Petrova, M., Ramazanov, S., & Stemplewska, L. (2025). Employee involvement in a volatile Society 5.0 landscape. Chapter 13, pp. 164 - 170. In *Organizational development, innovation, and Economy 5.0: challenges in the digital era* / edited by Elżbieta Jędrych and Agnieszka Rzepka. New York, NY: Routledge. Series: Routledge studies in management, organizations and society. Taylor & Francis. doi: 10.4324/9781003502272
- Petrova, M., Tepavicharova, M., & Boykova, L. (2018). Possibilities for Personal development in the mining and quarrying sector in Bulgaria. *E3S Web of Conferences* Volume 41, 04017 (2018). IIMS, Kemerovo, Kemerovo, Russian Federation, doi: 10.1051/e3sconf/20184104017

- Petrova, M., Koval, V., Tepavicharova, M., Zerkal, A., Radchenko, & A., Bondarchuk, N. (2020). The interaction between the human resources motivation and the commitment to the organization. *Journal of Security and Sustainability Issues*, 9(3): pp.897-907. doi: 10.9770/jssi.2020.9.3(15), Available online: http://www.tb.lt/Leidiniai/SSI/9-3/9_3_15.pdf
- Pirtskhalaishvili, D., Kharadze, N., Katsitadze, N., Dugladze, D., & Sulkhanishvili, T. (2023). Study of the factors influencing the satisfaction of employees in the territorial units of the Tbilisi city hall. *Access to science, business, innovation in the digital economy*, ACCESS Press, 4(3), pp.387-399, doi: 10.46656/access.2023.4.3(4)
- Popova, P., Popov, V., Marinova, K. & M. Petrova. (2023). The Role of Digital Platforms and Big Data Analytics as a Base for Digital Service Innovation. *2023 4th International Conference on Communications, Information, Electronic and Energy Systems (CIEES)*, Plovdiv, Bulgaria, 2023, pp. 1-8, doi: 10.1109/CIEES58940.2023.10378780
- Popova, P., Popov, V., Marinova, K., Petrova, M. & K. Shishmanov. (2024). The Digital Platform — new opportunities and implementation strategy. *16th International Conference on Electronics, Computers and Artificial Intelligence (ECAI)*, Iasi, Romania, 2024, pp. 1-9, doi: 10.1109/ECAI61503.2024.10607401
- Seitzhanov, S., Kurmanov, N., Petrova, M., Aliyev, U., & Aidargaliyeva, N. (2020). Stimulation of entrepreneurs' innovative activity: evidence from Kazakhstan. *Entrepreneurship and Sustainability Issues*, 7(4), pp. 2615-2629. doi: 10.9770/jesi.2020.7.4(4)
- Sulkhanishvil, T., & Kharadze, N. (2025). The impact of performance management on the career development of employees. *Access Journal*, The impact of performance management on the career development of employees.
- Tarigan, A., Gustomo, A., & Bangun, Y. (2025). Enhancing Fairness in Performance Appraisals: A Conceptual Framework Through a Systematic Literature Review. *Enhancing Fairness in Performance Appraisals: A Conceptual Framework Through a Systematic Literature Review*, pp.202-228.
- Wang, J., & Chang , B. (2025). More marginalization, less career development? Linking marginalization profiles to decent work among rural teachers. *Acta Psychologica*.

BUSINESS **management**

D. A. Tsenov Academy
of Economics, Svishtov

Year XXXV * Book 2, 2025

CONTENTS

MANAGEMENT practice

BUSINESS DEVELOPMENT OF DUBAI COMPANIES: A SYNTHESIZED FACTOR-ACTIVITY ANALYSIS

Rashid Al Kaitoob, Emil Papazov, Lyudmila Mihaylova 5

ETHICAL CONSIDERATIONS AND SOCIETAL IMPACTS OF AI ADOPTION IN SMEs WITHIN EMERGING MARKETS

Dinko Herman Boikanyo 25

RESEARCH OF SOME FACTORS AFFECTING DISCRIMINATION IN THE ORGANIZATION AND ITS IMPACT ON CONFLICT SITUATIONS

Irma Dikhaminjia, Kanat Tireuov, Tatia Qajaia, Zhibek Khussainova 47

COMMERCIAL SECRET MANAGEMENT IN TERMS OF SHADOW DIGITAL ECONOMY

Serghei Ohrimenco, Dinara Orlova, Valeriu Cernei 64

APPLICATION OF MACHINE LEARNING ALGORITHMS IN PREDICTING CUSTOMER LOYALTY TOWARDS GROCERY RETAILERS

Jelena Franjkovic, Ivana Fosic, Ana Zivkovic 86

CORPORATE SOCIAL RESPONSIBILITY ASPECTS WITHIN THE PUBLICISED CORPORATE CULTURE OF BULGARIAN COMPANIES

Ilian Minkov, Milen Dinkov, Petya Dankova 103

Editorial board:

Prof. Mariyana Bozhinova, Phd - Editor in Chief, Tsenov Academy of Economics, Svishtov, Bulgaria

Prof. Krasimir Shishmanov, Phd – Co-editor in Chief, Tsenov Academy of Economics, Svishtov, Bulgaria

Prof. Mariana Petrova, PhD - Managing Editor Tsenov Academy of Economics, Svishtov, Bulgaria

Prof. Borislav Borissov, DSc - Tsenov Academy of Economics, Svishtov, Bulgaria

Assoc. Prof. Aleksandar Ganchev, Phd - Tsenov Academy of Economics, Svishtov Bulgaria

Assoc. Prof. Irena Emilova, Phd - Tsenov Academy of Economics, Svishtov Bulgaria

Assoc. Prof. Ivan Marchevski, Phd - Tsenov Academy of Economics, Svishtov, Bulgaria

Assoc. Prof. Simeonka Petrova, Phd - Tsenov Academy of Economics, Svishtov Bulgaria

International editorial board:

Yuriy Dyachenko, Prof., DSc (Ukraine)

Olena Sushchenko, Prof., DSc (Ukraine)

Nurlan Kurmanov, Prof., PhD (Kazakhstan)

Dariusz Nowak, Prof., PhD (Poland)

Ryszard Pukala, Prof., PhD (Poland)

Yoto Yotov, Prof., PhD (USA)

Badri Gechbaia, Prof., PhD (Georgia)

Ioana Panagoret, Assoc. Prof., PhD (Romania)

Proofreader: Elka Uzunova

Technical Secretary: Zhivka Tananeeva

Web Manager: Martin Aleksandrov

The printing of the issue 2-2025 is funded with a grand from the Scientific Research Fund, Contract KP-06-NP6/29/04.12.2024 by the competition "Bulgarian Scientific Periodicals - 2025".

Submitted for publishing on 27.06.2025, published on 30.06.2025, format 70x100/16, total print 80

© D. A. Tsenov Academy of Economics, Svishtov,

2 Emanuil Chakarov Str, telephone number: +359 631 66298

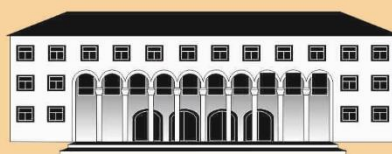
© Tsenov Academic Publishing House, Svishtov, 11A Tsanko Tserkovski Str

ISSN 0861 - 6604
ISSN 2534 - 8396

BUSINESS management

2/2025

BUSINESS management



PUBLISHED BY
D. A. TSENOV ACADEMY
OF ECONOMICS - SVISHTOV

2/2025

TO THE READERS AND AUTHORS OF “BUSINESS MANAGEMENT”

The journal of “Business Management” publishes research articles, methodological articles and studies, review articles, book reviews, commentaries and good practices reports.

1. Volume:

- Articles: between 12 – 20 pages;
- Other publications (review articles; book reviews, etc.): between 5 – 10 pages.

2. Submission of materials:

- On paper and electronically at one of the following e-mail addresses:
bm@uni-svishtov.bg or zh.tananeeva@uni-svishtov.bg

3. Technical requirements (the article template is can be downloaded from the webpage of the journal):

- Format – Word for Windows 2003 (at least);
- Font – Times New Roman, size 14 pt, line spacing 1,5 lines;
- Page size – A4, 29–31 lines and 60–65 characters per line;
- Line spacing 1,5 lines (at least 22 pt);
- Margins – Top – 2.54 cm; Bottom – 2.54 cm; Left – 3.17 cm; Right – 3.17 cm;
- Page numbers – bottom right;
- Footnotes – size 10 pt;

4. Layout:

- Title of article title; name, scientific degree and scientific title of author – font: Times New Roman, 14 pt, capital letters, Bold – centered;
- Employer and address of place of employment; contact telephone(s) and e-mail – Times new Roman, 14 pt, capital letters, Bold – centered.
- Abstract – up to 30 lines; Key words – from three to five;
- JEL classification code for papers in Economics (<http://ideas.repec.org/j/index.html>);
- Introduction – it should be from half a page to a page long. It should state the main ideas and/or objectives of the study and justify the relevance of the discussed issue.
- The main body of the paper – it should contain discussion questions, an outline of the study and research findings/main conclusions; bibliographical citation and additional notes, explanations and comments written in the footnotes.
- Conclusion – it should provide a summary of the main research points supported by sufficient arguments.
- References – authors should list first references written in Cyrillic alphabet, then references written in Latin alphabet.
- Graphs and figures – Word 2003 or Power Point; the tables, graphs and figures must be embedded in the text (to facilitate language correction and English translation); Font for numbers and inside text – Times New Roman, 12 pt;
- Formulae must be created with Equation Editor;

5. Citation guidelines:

When citing sources, authors should observe the requirements of **APA Style**. More information can be found at: <https://www.uni-svishtov.bg/default.asp?page=page&id=71#jan2017>, or: <http://owl.english.purdue.edu/owl/resource/560/01/>

6. Contacts:

Editor in chief: tel.: (+359) 631-66-201
Co-editor in chief: tel.: (+359) 631-66-395
Proofreader: tel.: (+359) 631-66-404
E-mail: bm@uni-svishtov.bg; zh.tananeeva@uni-svishtov.bg;
Web: bm.uni-svishtov.bg
Address: “D. A. Tsenov” Academy of Economics, 2, Em. Chakarov Str., Svishtov, Bulgaria