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**INTRODUCTION**

The ideas of equity and discrimination have a significant impact on employee dynamics, organizational culture, and overall productivity in the modern workplace. Hays-Thomas (2022) in his article on ‘Managing Workplace Diversity, Equity, and Inclusion’ argues that equitable possibilities for achievement, recognition, and development are made possible by equity, which aspires to fairness and impartiality. On the other hand, discrimination can arise when equity is threatened. He states that discrimination undercuts the values of justice and inclusivity by encouraging a climate in which people encounter obstacles, receive unequal treatment, and have limited access to opportunities and resources which later leads to an organizational failure.

Odom, C. …et al (2022) in their article on ‘Equity in the Hybrid Office’ the concept of equity in the workplace refers to justice and fairness, guaranteeing that every person is treated fairly and with respect, regardless of their history, identity, or other characteristics. From this article, it is evident that for an organization to be considered to be practicing equity, the following traits must be seen: fostering an inclusive and multicultural environment where all workers have equal access to resources, benefits, and career opportunities to help them grow and contribute their special talents and viewpoints. Again, in order to achieve equity, systemic prejudice, discrimination, and hurdles that prevent some groups from fully participating and flourishing in the workplace must be aggressively addressed.

Discrimination on the other hand is considered to be the opposite of equity. Gaines, and Vincent, (2022) in their article on ‘Weight Discrimination: Implications to the Workplace’ describe discrimination as the unfair or unfavorable treatment of people or groups based on specific traits or qualities. In addition, they refer discrimination to be treating individuals poorly or denying them chances, rights, or benefits simply due to their affiliation with a specific group. In their article discrimination in work place is considered to be a situation when an employee or candidate for a job is treated unfairly or adversely due to their race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability, or genetic information.

This paper therefore aims at analyzing how equity and discrimination affects a work place. In the analysis, the paper will be evaluating how factors like age discrimination, wages/ gender pay gap, disability discrimination and racial discrimination affect a work place. After the analysis, the paper will make a judgement basing on the analysis of the paper after which recommendations will be provided to aid in solving the negative impacts.

# **Wages/ Gender Pay Gap**

The issue of wages/ pay gap in work place refers to payment and compensation practices of an organization for its worker. The issue of pay gap can have both positive and negative results in a work place depending on how employers implement it. To start with, is the issue of employees’ motivation and satisfaction. If employees happen to be targets of pay gap discrimination, they may end up feeling unfairly treated and demoralized. This may result to decreased motivation, which makes them to have less job satisfaction which later yields less produce in terms of desired results of the work place. (Miller, & Vagins, 2018).

Additionally, this challenge may lead to challenges in retention and even recruitment of employees. This is because, candidates may choose to seek employment in organizations with fairer compensation practices, resulting in a loss of diverse and qualified candidates for the company. Pay gap discrimination can make it difficult for organizations to attract and retain top talent, particularly from the marginalized groups that are disproportionately affected.

Moreover, if organizations practice pay gap discrimination, the organizational culture is demolished. Bessen, …et al (2020) in their article on ‘Perpetuating inequality: What salary history bans reveal about wages’ states that Pay gap discrimination can damage a company's reputation for fairness and trust’ states that gender pay gap discrimination promotes inequity, which would undermine teamwork and collaboration and undermine staff cohesion. This can impede an organization's ability to develop, innovate, and succeed in general.

In a nutshell, Lips (2013) in his article on ‘Acknowledging Discrimination as a key to the Gender Pay Gap’, states that organizations that practice wage gap discrimination run the danger of facing legal and reputational repercussions. Pay discrimination based on protected traits is prohibited by employment laws and regulations. Pay gaps should be addressed and closed down as soon as possible to avoid expensive lawsuits, penalties, and harm to the company's reputation and brand image.

**Age Discrimination**

Age discrimination in work place refers to unjust treatment of people or decisions about their employment that favor younger workers over older ones or older people over young ones. Jones, (2022). In his article on ‘Age Discrimination in The Workplace: What Can Be Done About It?’ states that, this type of prejudice may cause a number of harms to the workers and the organization in a number of ways like: limitation of opportunities for workers. Younger workers' career advancement and development can be hampered by age discrimination due to perceptions that they lack experience or are not regarded seriously, individuals could have trouble attaining higher-level positions or important responsibilities. This restricts their ability to advance in their careers and may cause them to feel frustrated and disengaged. For older workers, age discrimination can hamper them from access to employment prospects, opportunities for career growth, and training options. They could miss out on promotions or be denied chances to pick up new skills, which would hinder their profession development and lower job satisfaction.

In the workplace, Discrimination against workers of any age can lead to the loss of important information and skills. A limited amount of knowledge from seasoned professionals may be transferred to younger workers as a result of exclusion of younger workers from decision-making processes or mentorship opportunities. In a similar vein, older workers may encounter difficulties in gaining access to educational opportunities or technological improvements, which limits their capacity to adjust to shifting work conditions. Yeung, …et al(2021).

A point to note is that, classifying ages as old and young is not enough to analyze how equity and discrimination affect work place. This research paper will therefore go ahead to classify age in to: baby boomers, generation X, generation Y, and generation Z. The paper will there after investigate on how equity and discrimination on these age groups affects work place.

**Baby Boomers**

The term "baby boomers" often refers to the generation of people who were born between 1946 and 1964. Due to the considerable rise in birth rates that occurred after World War II, this generation came to be known as "baby boomers." The word was coined because of the substantial population growth during this time. The civil rights struggle, the sexual revolution, and the growth of counterculture movements in the 1960s and 1970s are just a few of the societal and cultural upheavals that the baby boomer generation is frequently linked to. They have lived through significant social, economic, and technological changes as well as significant historical events. ( Bhattacharjee, & Shaown, 2020).

In their article, Bhattacharjee, and Shaown, (2020) on ‘Discriminatory Practices by Perpetrators and its Adverse Effects on Employees, Employment, and Workplace.’ They argue that age-based exclusion or undervaluation of baby boomers might impede knowledge transfer, succession planning, and the growth of younger workers. The knowledge and experience that baby boomers can offer organizations could be lost. Additionally, in the workplace, discrimination against baby boomers can lead to tensions between generations. A polarizing workplace might result from younger employees witnessing bias or unequal treatment of senior coworkers. This can impede intergenerational knowledge and skill transfer as well as collaboration and teamwork.

## Generation X

The term "Generation X" describes the generational group that came after the Baby Boomers and before Generation Y (Millennials). Generation X typically refers to those who were born between the early 1960s and the early 1980s. Here are some significant traits and characteristics of Generation X: They are independent, capable of striking a work-life balance, realistic and skeptic, proficient with technology, and cherish individuality and diversity. They also have an entrepreneurial spirit and are open to change. (Lee, (2020).

Generation X was born and raised in an era of rapid economic and technological change. They are renowned for their resilience and capacity for change adaptation. According to Mahmoud, …et al (2021) discrimination against these traits, however, can limit their productivity at work. Their capacity to support innovation and organizational progress is constrained when their ability to adapt and adopt new technology or working styles is minimized or undervalued. Over the course of their careers, members of Generation X have gained significant professional knowledge and skill. Discrimination that undervalues or ignores their experience might lead to a lack of understanding and insight. Missed opportunities for mentoring, information sharing, and using their skills for organizational success may result. Such bias can obstruct workplace learning and development in general. (North, 2019).

Generation X serves as a link between the baby boomer generation, which came before it, and the succeeding millennials or Generation Z. Conflicts and communication breakdowns may result from discrimination against their function as liaisons and collaborators between various generations. The sharing of ideas and expertise between generations may be hampered, which could have a detrimental effect on cohesion and teamwork. (North, 2019).

## Generation Y

People who were born between the early 1980s and the mid-1990s are often referred to as members of Generation Y, sometimes known as Millennials as per an article written by Arons, J. (2008). This generation has unique traits and experiences that influence their viewpoints and conduct at work. But it's crucial to remember that every generational group can have individuals with different experiences and traits. Listed below are some major attributes of Generation Y, along with how discrimination against them may impact the workplace. (Mahmoud, …et al 2021).

Discrimination based on the characteristics of Generation Y can result in diminished engagement and productivity. Millennials may get disengaged from their roles and the organization as a whole if they feel alienated or devalued due to their tech savvy, desire for meaningful work, or collaborative approach. This may have a detrimental effect on overall workplace performance and lower productivity levels.

Additionally, discrimination against Generation Y characteristics may result in greater attrition rates. Millennials prefer working in surroundings that share their values, provide opportunity for advancement, and promote work-life balance. Millennials may look for jobs elsewhere if these qualities are ignored or weakened, which will increase turnover. Organizations that experience high turnover rates may incur costs related to hiring, training, and knowledge loss. (Mahmoud, …et al 2021).

Limited Innovation and Creativity: In the workplace, discrimination against Generation Y's tech-savvy disposition can stifle innovation and creativity. Millennials' comfort with technology and aptitude for using it to solve issues and enhance processes can spur innovation within businesses. Discrimination that minimizes or undervalues a person's technological expertise and viewpoint can hinder creativity and prevent the acceptance of novel concepts and methods.

A hostile work environment results when millennials encounter bigotry or exclusion because of their commitment to diversity and inclusion, collaborative mindset, or desire for work-life balance. This could undermine employee trust, undermine teamwork, and obstruct efficient communication, creating a hostile work environment.

Again, it may be difficult for firms to recruit and keep millennial talent if Generation Y features are discriminated against. Millennials actively look for workplaces that are welcoming and supportive of their ideals and objectives. Organizations may have trouble attracting and retaining top millennial talent, which could have an impact on their competitiveness in the job market, if they fail to address prejudice and provide an inclusive workplace. (North, 2019).

## Generation Z

The demographic group that comes after Millennials is known as Generation Z, or simply Gen Z. Gen Z is generally accepted to comprise people born between the middle of the 1990s and the early 2010s, while there is no set age range for this group. This generation has unique characteristics and experiences because they were raised in the digital age. These are some of the key traits of Generation Z: digital natives, socially conscious, mobile and on demand and have an entrepreneurial mind set. (Kim, 2022)

Mahmoud, …et al (2021) in their article on “We aren't your reincarnation!” workplace motivation across X, Y and Z generations, they state that discrimination of this generation can lead to limited talent pool: Discrimination against Generation Z characteristics may prevent a company from accessing a talented and diverse group of people. The firm may lose out on new concepts, innovation, and the capacity to adjust to rapidly changing technology breakthroughs by ignoring or undervaluing the abilities and viewpoints of Gen Z.

Moreover, discrimination may have a negative impact on Generation Z employees' engagement levels. They may lose interest in and commitment to their profession if they feel that their digital fluency, diverse backgrounds, or socially conscious ideals are ignored or undervalued. This may lead to decreased output, decreased teamwork, and more turnover.

Gaidhani, …et al (2019) in their article on ‘Understanding the attitude of generation Z towards workplace.’ give a warning that discrimination against Generation Z qualities could have a negative impact on the organization's reputation and brand image. People of Generation Z, recognized for their digital savvy and robust social media presence, have the ability to openly share their bad experiences and thoughts. This may make it more difficult for the business to draw in Gen Z employees, as well as clients, consumers, and other stakeholders who value social responsibility, diversity, and inclusivity.

Lastly, discrimination of this generation can lead to missed innovation and adaptability: The organization's capacity to innovate and adapt to shifting market dynamics may be hampered by discrimination against Generation Z qualities. Digital natives with an entrepreneurial mindset, Generation Z may contribute new insights, technological know-how, and inventive problem-solving skills. Missed possibilities for innovation and growth can stem from discrimination that minimizes or ignores their contributions.

# **Racial Discrimination**

Filut, …et al (2020) in their article on ‘Discrimination toward physicians of color’ refer racial discrimination in work place as the unfair or prejudiced treatment of employees or job applicants because of their race, ethnicity, or skin tone. It happens when people or groups experience unequal treatment, exclusion, or disadvantage in interactions, employment decisions, practices, or policies purely because of their race or ethnicity. Racial discrimination in work place can be in the following forms: ethnic discrimination in hiring and recruitment, promotion and advancement, payments and compensations, harassment and hostile working environment and unequal treatment and opportunities.

Whitaker, (2019) in his article on ‘Banging on a locked door: The persistent role of racial discrimination in the workplace.’ States that racial discrimination fosters an adversarial and unequal workplace climate that adversely impacts employee morale and productivity. Employees may get frustrated, angry, and demotivated when they encounter or witness racial prejudice. This can therefore lead to a decline in performance and productivity as well as a reduction in job satisfaction.

In addition, it leads to increased employee turnover: Racial discrimination makes it more common for employees to leave their jobs. Employees who encounter racial prejudice may decide to leave the company in search of a more welcoming and equitable working environment. High turnover results in the loss of important talent, a disturbance in team chemistry, higher recruitment and training costs, and a detrimental effect on the performance of the entire business.

Moreover, there is limited diversity and inclusion in the work place; racial prejudice thwarts initiatives to foster a diverse and inclusive workforce. Individuals from various racial and ethnic backgrounds are barred from the organization or prevented from rising due to discriminatory policies or biases. The organization's access to a diverse variety of viewpoints, ideas, and abilities, which is essential for creativity, problem-solving, and decision-making, is hampered by this lack of diversity.

Also, it gives an organization a negative culture; a hostile, distrustful, and divisive workplace culture is a result of racial discrimination. Unresolved instances of discrimination can encourage an environment of intolerance and isolation. This has a detrimental effect on coordination, cooperation, teamwork, and communication throughout the organization.

Again, racial discrimination can subject an organization to legal and reputational problems: Organizations are subject to legal and reputational problems when there is racial discrimination. Discrimination complaints or litigation can harm an organization's reputation by generating bad press, losing the faith of stakeholders, and possibly even incurring legal repercussions. The organization's brand, connections with clients and consumers, and capacity to draw top personnel may all be negatively impacted by such risks over time. (Wingfield, 2020).

In a nut shell, the organization misses innovation and creativity: Racial discrimination stifles creativity and inhibits organizational innovation. When people of other races are excluded or marginalized, the variety of viewpoints and experiences that can be presented is constrained. Different points of view can be heard and rewarded in inclusive workplaces, which promote diverse thinking, creativity, and innovation. (Wingfield, 2020).

# **Disability Discrimination**

According to Bonaccio, S. …et al (2020) disability discrimination in the workplace is the practice of treating people unfairly or unequally due to a real or perceived disability. It occurs when people with disabilities are subjected to intentional or unintentional discrimination by employers, coworkers, or other workplace entities in a variety of employment-related contexts. This can be through discriminating people with disabilities in an organization hiring and recruiting process, failure to provide reasonable accommodations and facilities to disabled people for them to perform their tasks effectively and termination and retaliation basing the subject matter on disability.

In their article, they found out that disability discrimination can have the following effects on a work place organization: Legal and reputational Risks; Disability discrimination puts firms at risk for legal liability and brand damage. Lawsuits or discrimination accusations can harm an organization's reputation, resulting in bad press and a decline in stakeholder trust. Financial fines, settlements, and the requirement to take corrective action are only a few examples of legal repercussions.

Also, it decreases diversity and inclusion; Discrimination against people with disabilities thwarts efforts to build a diverse and inclusive workforce. Disability-related exclusion and marginalization restrict an organization's access to various viewpoints, experiences, and capabilities. The ability of a company to innovate, be creative, and solve problems might be hampered by a lack of variety.

Moreover, it Increases turnover and recruitment challenges; Employees who encounter disability-based discrimination may decide to leave the company in search of workplaces that are more inclusive and equal. High turnover leads to the loss of important staff, higher hiring expenses, and difficulties in finding replacement talent. (Bellemare, 2019).

Additionally, Disability discrimination may lead to the departure of skilled and competent employees. People with disabilities may decide to leave an organization if they experience prejudice or obstacles to their participation in the workplace. The development and expansion of a company may be hampered by this loss of talent and knowledge. Organizations are unable to utilize the skills and talents of workers with disabilities to their full potential due to disability prejudice. Organizations miss out on various viewpoints, creative ideas, and original insights that could contribute to corporate growth and success by excluding or restricting opportunities for people with disabilities. . (Bellemare, 2019).

# **FINDINGS.**

This research paper has come up with findings that, the impact of equity and discrimination on the workplace is enormous. If there is equity in a work place then majority of organizations goals are achieved. It is evident that equity in a work place promotes, good communication, collaboration, job satisfaction and motivation, inclusivity, creativity and innovation and gives employees a reason to remain loyal to their working organization, which reduces turnover rates.

Centrally, discrimination brings the feeling of biasness in an organization, employees feel demotivated and unsatisfied, it yields to high employees turnover rates where creative, innovative and talented personnel are lost, it results to the risk of punishment of the organization by authorities and above all paints a bad image of the organization to the people around, which later hinders the organization`s hiring and recruitment process.

# **CONCLUSION**

From the research paper findings, it is important for workplace organizations, to embrace equity and do away with discrimination for benefits of both its workers and the organization itself. In conclusion, the workplace is significantly impacted by the issues of equity and discrimination. For a workplace to be inclusive and successful, equity a term that relates to fairness and justice must be present. Regardless of their traits or histories, it makes sure that everyone has equal access to opportunities, resources, and advantages.

Contrarily, prejudice undermines the principles of equity and obstructs organizational development, whether it is based on racial, age, gender, or any other protected feature. Discrimination makes the workplace uncomfortable, undermines employee morale and participation, increases turnover rates, and puts businesses at risk for legal trouble and bad press. It is therefore crucial for organizations to recognize the negative impact of discrimination and take proactive steps to promote equity, diversity, and inclusion.

# **RECOMMENDATIONS**

Organizations must act proactively to promote equity and successfully resolve discrimination in order to build a fair and just workplace. This paper therefore offers suggestions for advancing fairness and preventing discrimination at work.

To start with is to create and implement comprehensive rules: Organizations should create specific rules that forbid discrimination on the basis of disability, age, gender, race, and other protected characteristics. All employees should be informed of these policies, and frequent training should be offered to increase understanding of prejudice, its effects, and the organization's dedication to fairness. Additionally, policies should specify how to report occurrences of prejudice and offer protection from reprisals for those who do so.

Moreover, workplaces should promote an inclusive Culture: Leadership is essential in promoting an inclusive and equitable culture. It is important to educate managers and supervisors about the importance of diversity, how to treat everyone equally, and how to aggressively combat discriminatory behavior. Organizations should provide open platforms for discussion, support many viewpoints, and advance inclusive decision-making procedures. The culture of inclusiveness can be strengthened even more by recognizing and honoring the achievements of workers from various backgrounds.

Another area of focus is implementing fair recruitment and selection practices; organizations should ensure that recruitment and selection processes are fair and unbiased. This can be achieved by eliminating discriminatory criteria, using diverse interview panels, and employing blind screening methods where feasible. Recruiting from a wide range of talent pools and building partnerships with diverse organizations can enhance access to a more diverse applicant pool.

conducting regular diversity and inclusion assessments is another recommendation: Through surveys, focus groups, and other feedback channels, organizations should regularly evaluate their diversity and inclusion activities. These evaluations assist in identifying areas for development and determine how well-liked equity and inclusivity are among employees. Action plans should be created to address any gaps or issues found after the results have been examined.

Lastly, policies and procedures should be reviewed and updated on a regular basis by organizations to ensure that they adhere to the ideals of fairness and inclusivity. This includes checking for any biases or discrepancies in remuneration plans, performance review procedures, and professional development possibilities. Organizations can find any discriminatory behaviors, correct them, and improve workplace equity by conducting regular reviews.

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