

**IMPACT OF AGE DIVERSITY ON EMPLOYEE
PERFORMANCE WITH THE MEDIATING
INFLUENCE OF PERCEIVED AGE
DISCRIMINATION CLIMATE**



By

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
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ABSTRACT

In today's fast paced globalization, increased competition, fast depletion of material resources, and increasing need for the protection of worker's intellectual property and strengthening the knowledge worker are important to build institutions with a diverse workforce. Among all types of workforce diversity, age diversity is more prominent in education sector of Pakistan. Effect of age diversity on employees' performance can be positive or negative. This research is focused on the impact caused by age diversity on employee performance and the mediating influence of perceived age discrimination climate. This study is conducted on the education sectors; more specifically universities of Islamabad, Pakistan. This research is quantitative in nature and proper scales used for each variable to get unbiased data, further the unbiased results are presented and discussed after detailed analysis. The hypotheses in this study were hypothesized using two theories; social identity theory and social the categorization theory.

The data was collected from higher education sector (universities) of Pakistan using cross sectional research design and survey technique. For data analysis SPSS v. 23 is used for hypotheses testing and PROCESS macro v. 3.0 was used for testing the mediating hypotheses. This study is also the addition to the existing research and it's literature by exploring less explored avenues of age diversity, employee performance and perceived age discrimination climate.

Keywords: age diversity, employee performance, task performance, adaptive performance, conceptual performance, perceived age discrimination climate, social identity theory, social categorization theory.

CHAPTER NO. 1

This chapter gives the basic idea of this research. It is comprised of introduction of all three variables- Age diversity, Employee performance and perceived age discrimination climate. It also gives the outline of the research study through proposed research question and the research objectives along with research gap for this research study. Moreover, this chapter also covers the scope and significance of this research.

1. INTRODUCTION

This is the era of most diversified workforce than ever. The type of diversity issue that has not been recognized much includes age diversity (Ali & French, 2019). In literature, the age diversity is defined “the extent to which a group or organization is heterogeneous concerning the age of its members” (Marchiondo et al., 2019). Issue of the age diversity has been now important for organizational management due to increase in aging of employees, which is challenging for organizations today. Scholars have started focusing on age diversity, the ways to manage it, and its impact on organizational outcomes (Ali & French, 2019).

The organizational success depends on how effective the employees perform their designated duties to reach organizational goals (Robescu & Iancu, 2016). Employees’ performance have an influence directly on the organization’s productivity (Jeronimo et al., 2020). Prasad (2017) Defined performance as “the act of carrying out an action, or an accomplishment or achievement. Employee performance is how well an employee is effectively fulfilling his/ her job requirement or discharging his/ her duties to achieve good results” Armstrong and Taylor (2020) citing Vroom (1964) that Effective performance is dependent on both an employee's ability and motivation, meaning that they must possess both in order to excel. Hence, for the organizations, its workforce is a crucial resource for the organization, and to get the desired outcomes from employees, the organizations need to create a positive climate by adopting strategies that are favorable (Ali & French, 2019) for its workforce to yield maximal productivity. Contemporary organizations have their workforce comprising of employees of diverse age groups. Managing a workforce from diverse age groups presents a strenuous challenge and it’s been reported that the age-diversity does indeed affect employee performances (Jeronimo et al., 2020).

The literature suggests that the age differences among the employees do have a significant influence on employees' perception and their behavior. A handful studies have stated and discussed the negative behavior and perception of employees when it comes to existing age differences (Fasbender & Gerpott, 2020; Kunze et al., 2013; Zaniboni, 2015). But there is still a need to examine the employees' neutral behavior and perception towards differences and to what extent these differences can contribute to enhancing employees' performance. This study contribute by examining age diversity impact on individual employee performance with mediating influence of perception of age discrimination resulting into discriminatory climate , defined as “a process of systematic stereotyping and discrimination against people because they are old” (Butler, 1969).

1.2. Problem Statement

Increase in the globalization cause more interaction between individuals of diversified culture, ages, and backgrounds. Considering the fact economy is globalized and diverse, due to the diverse workforce, the organizational environment has become different from the traditional environment. This leads to the issue of diversity management (Hapsari et al., 2019). The organizations in Pakistan are more age-diverse than any other type of diversity. Mostly the age diversity is seen in education sector, specifically in universities. In universities employees belong to diverse backgrounds and more specifically diverse age groups.

There are several studies conducted and based on the benefits of diversity and its positive outcomes. In a study by (Mukhtar et al., 2022; Munjuri & Maina, 2013) where the employee performance was positively affected by better management of diversity, leading to a reduction in employee turnover and increased employee retention. A variety of mixed results have been observed in the existing literature that shows the relationship of age-diverse workforce with other variables such as employee commitment, organizational performance but there is still a need to examine its effect on an individual employee's performance (Aftab et al., 2022; Backes-Gellner & Veen, 2013) . This research is conducted on the impact of age-diversity on the employees' performance and with mediating influence of perceived age discrimination climate. The research study is piloted in higher education sector- universities of Pakistan.

Anser et al. (2020) conducted research on influence of perceived age discrimination on the employees' job satisfaction, turnover intentions, and the employees' engagement among academic

staff in Pakistani universities. The findings advise that perceived age discrimination climate negatively influences level of job satisfaction and work engagement of employees and it causes high turnover rate. There are a few more studies conducted on the education sector of Pakistan highlighting the employee performance outcomes affected by variety of variables. Raza and Awang (2021) conducted research on knowledge sharing practices affecting the employee performance, this research is conducted on the public sector universities in Islamabad, researcher provided the direction for the further research on different diversity issues such as age and its effect on the performance. Saleem et al. (2022) conducted research on the private sector universities of Islamabad, where researcher determined the relation between employee's perception of supervisor support on task performance and he has further suggested the future researcher to study employees' different workplace issues- perception and can also consider its effect on the other types of performance. Hence, in this research three dimensions of employee performances are taken understudy. Further, Torlak et al. (2021) has also considered the education sector of Pakistan for the research and it is based on the consequence of leadership on employees' performance, where researcher provided the gap for the future research that could be conducted on the different working environments or the employees' perception affecting such as the perceived age discrimination climate is affecting the employees in certain ways. It is quite evident from above mentioned researches that Pakistan's higher education sector is considered important and researchers are studying its different aspects on variety of variables. This study is focused on measuring the influence of the perceived age discrimination climate on employees' performance, more specifically the performance of the academic staff of universities in Islamabad, Pakistan.

1.3 Research Gap

The gap in the understanding of; the impact of age diversity on employee's performance and mediating role of age discrimination climate has been acknowledged in recent studies (Froidevaux et al., 2020; Rudolph et al., 2020). The results of these studies found that while age diversity can lead to increased creativity and innovation in the workplace (de la Cuesta-Zuluaga et al., 2019; Chen, et al., 2019), it can also result in age discrimination and decreased job satisfaction (Johnson, et al., 2018; Ali, A., & Anwar, S. 2021). However, the relationship between age diversity, employee performance and age discrimination climate is complex and still largely unknown (Rudolph, et al., 2020). This study aims to contribute to the existing literature by exploring the

mediating role of age discrimination climate in the relationship between age diversity and employee performance.

In accordance with Reiser et al. (2019) conducting a research for measuring the influence of age diversity on employees' professional lives and determine whether it results in contradicting outcomes is a good idea. To close this gap, this study uses the mediating mechanism of perceived age discriminatory climate to assess the effect of age diversity on worker performance.

Recent studies (Li, et al., 2021; Kim, et al., 2022) have improved our knowledge of the effects of age diversity on employee performance and the mediating role that the atmosphere of age discrimination plays in these effects. While Kim, et al. (2022) found that the relationship existing between age diversity and employee performance is complex and influenced by a number of factors including age discrimination climate, work-life balance, and job security, Li, et al. (2021) found that age discrimination climate significantly affects the relation among age diversity and the employee's performance. This study expands on these results and advances our knowledge of the interplay between employee performance, age diversity, and the climate of age discrimination.

Raza and Awang (2021) conducted study on knowledge sharing practices affecting the employee performance, this research is conducted on the public sector universities in Islamabad, and researcher provided the direction for the further research on other demographic issues or diversity issues such as age and their effect on the performance. Further, Torlak et al. (2021) has also considered the education sector of Pakistan for the research and it is based upon the effect of leadership on employees performances, where the researcher provides gap for the future research that could be conducted on the different working environments or the employees' perception affecting such as the perceived age discrimination climate is affecting the employees in certain ways. Ali, A., & Anwar, S. (2021) investigates the impact of perceived age-discrimination climate on the job satisfaction, turnover intentions, and employee engagement among academic staff in Pakistani universities. The findings suggest that the perceived age-discrimination climate negatively influence the job satisfaction and employee engagement, and increases turnover intentions. This current research is focusing on impact of perceived age-discrimination climate on employee performances.

1.3. Research Objectives

Research Objectives for this study are;

- To examine how performance of the workforce is impacted by age diversity.
- To examine the relationship between age diversity and the perception of age discrimination.
- To investigate relationship between employee performance and perceived age discrimination.

1.4. Research Questions

RQ1. What is the influence of age diversity on employee performance?

RQ2a. Does perceived age discrimination climate mediates relationship among the age diversity and outcomes of employees' task performance?

RQ2b. Does perceived age discrimination climate mediates relationship among the age diversity and outcomes of employees' Adaptive performance?

RQ2c. Does perceived age discrimination climate mediates relationship among the age diversity and outcomes of employees' Contextual performance?

1.5. Significance and Scope

This research is based on the relationship of employees from the diverse age groups working at age diverse workplace, which is common to hear these days. Since, the organizations appreciate a diverse workforce and provide the opportunity to people from different cultures, generations, sects, or religions to work together. Along with opportunities here comes the hardest part; to manage these people with discriminative behavior, differences, or conflicts This particular has discuss to what extent age diversity contributes to creating the perception of employees due to the age discriminatory climate and how the employees are being affected by such culture. Further, it is also discussing to what extent this perception of age discrimination and discrimination climate will affect the employee performance. For more in-depth study, this study explains how perceived age discrimination and age diversity affecting employees' "task performance, contextual performance and adaptive performance". These types of performances are discussed in literature. This study has covered the different aspect of the variables. The study is not only focused on the conventional

results yield but has uncovered other results too. As how the employees' perception affects their performances when external factors change (Culture; Considering the private and public sector) also how demographically changes affect the results. Existing literature explain each variable independently in different sector and regions. After the detailed literature, there seem a gap where more research is needed. To cover that gap this study is conducted on the education sector of Pakistan and specifically on universities of Islamabad. There seems to be more diverse workforce working in universities which would be causing the issues and conflicts within the institute. This study is focused on the employees' performance, that how performance of employees will be influenced by the employees' perception of age discrimination.

1.6.Summary

The chapter covers the basic introduction of the variables and how the age diversity consequences are now considered as a problem and researches are being conducted to study it with different variables. Scope of this study and research objectives on which, this research is conducted are also discussed.

CHAPTER NO. 2

2. LITERATURE REVIEW

In this chapter the most research on all the variables used in this study are covered. The affect of age diversity is measured on employees' performance on further sub categorize "task performance, adaptive performance, and contextual performance" as a dependent variable, with perceived age discriminatory climate serving as a mediator. Age diversity is explored as an independent variable. This chapter goes into great detail with each variable and sub-variable to help the reader understand how much research has previously been done on them. Additionally, table 2.1 lists the operationalized definition of each variable;

Table 2.1: Operationalized definitions

Age Diversity	Age diversity basically refers to extent to which workforce or group includes individuals from different age groups. It can be measured by calculating the proportion of employees or team members in different age categories, such as baby boomers, Gen Z and millennials or by using age as a continuous variable (Dietz & Fasbender, 2022). Age diversity measure can be measured by evaluating the employees' response. In operationalization of age diversity, the scale used for this research is formulated by (Odhiambo et al., 2018).
Employee Performance	Employee performance can be operationalized by objective and subjective measures. Objective measures of employee performance, such as sales figures, customer satisfaction ratings, productivity levels, or error rates, that are relevant to the specific job or industry being studied. On the other hand, Subjective measure could be supervisor ratings, peer evaluations, or self-assessments, using a validated performance rating scale that captures relevant dimensions of job performance (Ridwan et al., 2020). In this research subjective measures are evaluated used by (Pradhan & Jena, 2017), the items were developed, classified and then

	they were conceptually grouped in to distinct dimensions: “task performance, adaptive performance, and contextual performance”.
Perceived-age discrimination Climate	Term "perceived age discrimination climate" relates to employees' subjective perceptions of the workplace's fairness and inclusion toward people of varying ages. It can be operationalized using a validated scale that assesses employees' perceptions of age-discrimination and bias in the organization. Perceived age discrimination climate has been operationalized by using the scale by Abraham (1993) and later recently the scale was used by (Robson & Hansson, 2007). These items identified a number of situations (such as performance evaluations, career prospects, job assignments, and professional and personal growth) that could give rise to age discrimination in the workplace.

2.1 Age Diversity

Diversity is described as the quality of being different or unique. In an organization, it refers to differences among members within the group or a team in the terms of different characteristics such as age, gender, ethnicity, race (Olsen & Martins, 2012). Age diversity is defined as people belonging to diverse age groups and different generations grouped together. At organizational level when employees from different age groups work together, that’s where age diversity occurs (Gerpott et al., 2021). The changing nature of demographics and the globalization has raised a major concern to focus on workforce diversity at organizational level.

Due to the increase in life expectancy of human population is aging which has led to a dramatic change of structure and the size of the workforce. With these changes, organizations face the two-fold challenge to satisfy the increased demand for skilled workers along with confronting the shortage of qualified workers. To overcome these challenges, the organizational management must attract the young talented candidates and should retain the older experienced employees (Bieling et al., 2015; Marchiondo et al., 2019)

Organizations prefer a workforce from various age groups. Organizations working with a diverse workforce can deliver better variety of work; provide creative solution in servicing, in sourcing,

and in the allocation of resources (Bejtkovský, 2016). In regards to the affect of age diversity, in the organizations, appreciation to the age diverse workforce and age prejudices are the major factors which moderate the potential effects of age diversity. Moreover, researches show that benefits of age diversity are observed if the diversified age workforce is high, promoted well and the age prejudice is low (Jungmann et al., 2020; Kunze et al., 2013; Ries et al., 2013). Studies conducted on the interaction of an age-diverse workforce within an organization have yielded mixed results, some suggested that it may influence the performance of both individual employees' performance and organizational performance on the whole (Backes-Gellner & Veen, 2013).

(Kunze et al., 2011) adds to the literature that age diversity has the significant effect on the organization's productivity and individual employees' productivity too, and the direction and its magnitude depends on the type of tasks performed by employees. Both innovative and non-innovative organizations are affected by the diverse workforce, and mostly it results in a positive effect; increasing the productivity of employee and the organization on whole. On the contrary, Rožman et al. (2019) discuss that diversification in the work force on basis of age can actually enhance the competitiveness of organization's strategies and the nature of work adjusted to reflect a changing workforce. The benefits of this diversity include three major processes: more diverse problem-solving capabilities (increased cognitive toolbox), better incentives and effective transfer of cultural values from older generation to younger generation.

Previous research firstly, shows that diverse workforce displays a host of different knowledge, preferences and the values. They possess different perspective and interpretation to different things due to different mental models (de Graaf, 2019; Mukhtar et al., 2022). Thus, as a one team they will have a larger pool of knowledge and problem-solving capabilities. Knowledge of each individual may differ or be similar but it would be of different level (from beginners to advanced level). Additionally, studies show that diversity also enhance the productivity when the work to be performed requires the creativity or entails dealing with complex and strategic decisions (Richard & Shelor, 2002).

Furthermore, research shows that more age diversity can help counteract the incentives problem. More homogenous age groups will reduce the career opportunities for new comers; because the older employees' clog the corporate career ladder and it can demotivate the younger employees as it diminishes the promotion base incentives. Conversely, higher rate of age diversity increases the

organization's productivity by introducing such career incentives (Gibbons & Waldman, 2006; Kunze et al., 2013).

Anyhow, it gets harder for the age-homogenous workforce to transfer the basic knowledge of company from one generation to the workers of next generation. If workforce is enough age diverse, then labor market will be able perform optimally the assigned task and functions. Lack of growth opportunities lead the employees to leave the organization and take important knowledge with them which can be a great loss for the organization. In such case greater the diverse age spectrum will be, it will be more helpful in sharing knowledge, and organization's environment among the employees of all the generation, which will not result in any major loss of knowledge when any of employees leave the organization. This will create a continuous succession plan "new old employee" which will help in retaining the efficient code of conduct.

Age diversity has been the contemporary preoccupation for business management, especially in the post-industrial context when it was evolving. The human resource department, in particular, is responsible for managing a workforce with age diversity by creating favorable circumstances that could cater to every individual in the work setting. Among the different age groups, employees of the younger and older generation are currently working together. Younger people are observed more than aged because older people have now reached the age of retirement. The concentration of age diversity depend on what type of the organization is, if the organization deals with new market trends and demand its employee to be innovative and creative in such case they will prefer young employees. In contrast to this if we notice age diversity at government offices; we will see more employees from older age groups as they have been working there their whole life.

(Raza & Awang, 2021) discussed the knowledge sharing practices on the most diversified population, the study was conducted on the institutes of Pakistan and study explicitly mentioned Pakistan's educational institutes are most diverse in terms of age, culture and ethically. Since the age-heterogeneous workforce helps in overcoming the organizational issues discussed above and also enhance the productivity, thus the educational sector is promoting the age diverse workforce. They are bringing the new talent to the pool to make the education's quality better than before. Hence, the workforce at universities and colleges are comprised of both younger and older workforce collectively (Berge & Berge, 2019). Where this combination increases the productivity and has the positive outcomes, it also has a few drawbacks, which have been discussed in this literature.

2.2 Perceived age discrimination Climate

It is crucial to explain the concept of perceived age discriminatory climate. (Butler, 1969) was one of the first to define ageism as "a systematic process of stereotyping and prejudice against persons who are old". Today, ageism (or age bias) is more widely defined, referring to potential prejudices and eventual discrimination against people of any age group, including bias and injustice toward employees who are both too young and too elderly (Marchiondo et al., 2019).

The study of perceived discrimination has become now an important field of research. The general assumption of this construct is how individuals perceive the exposure to the social experiences encountered by them in a marginalized group of people with a difference, those could be gender-based, age, ethnicity or race (Gee et al., 2007). The present literature shows that each domain under discrimination and workforce differences have been under the spotlight, many researchers have studied different aspects of discrimination. Specifically, age discrimination is now in the spotlight for the researchers and this field still need to be discussed (Ali & French, 2019).

Previous studies, mainly focused on the negative age discrimination and categorized it as the stereotyping against older people (Butler, 1969), but now age discrimination is defined with a broader spectrum of age-related discrimination too, against both older and the younger employees (Kunze et al., 2013). Negative age discrimination was properly conceptualized by (Kunze et al., 2011) as an organizational climate variable that reflects the shared perception of fair and alternatively unfair organizational behavior of employees from different age groups. Researchers have discussed the factor that might be the reason behind such negative perception; the major reason discussed is the unjust organizational process or organization's HR system (Kunze et al., 2013). However, there has been limited research on the positive attitude of employees towards age discrimination, and theirs is still a need to discuss how organizations with age discrimination climate need to control. To substantiate the HRM policies, the management needs to overlook the work condition, an organizational climate that contributes to the sustainable employment of different age group employees (Tsai et al., 2018).

The Fiske meta-framework was used to investigate and structure the numerous types of age bias (2004). Jelenko (2020) adapted Fiske's "tripartite view of bias" for the unique issue of age bias. They classified "stereotyping" as the cognitive component, "prejudice" as the affective component, and "discrimination" as the behavioral component, resulting in three dimensions of age bias. We

tackle the behavioral component of age bias as part of our focus on discrimination. However, in two ways, our understanding of age discrimination differs from that of previous studies (Rudolph & Zacher, 2021).

Employee perceptions may form in the first instance as a result of specific interpersonal processes and occurrences involving employees and their coworkers or superiors. A supervisor, for example, may treat an employee unfairly because of his or her age. Employees may also experience prejudice as a result of company-wide systems or processes, such as the HR system. Employees who are subjected to age-based discrimination by their coworkers, supervisors, or organizational processes may develop the impression that their company is discriminating. Individual perceptions of age-discriminatory behavior may be enhanced by interaction and trade with others in a second stage, resulting in an organizational level phenomenon. As a result, the atmosphere of age discrimination is an evolving concept that reflects group members' shared opinions of the fairness or unfairness of organizational actions, procedures, and behavior toward different age groups (Turek et al., 2022; Voss et al., 2018), (e.g., regarding job assignments, promotions, performance evaluations, or leadership behavior).

The aim of our study is to investigate members' perception towards age discrimination climate because "workers' opinions, whether or not they are compatible with reality, affect their conduct," and "perceived discriminatory practices are as much an issue for organizations as actual discrimination" (Kunze et al., 2013; Kunze et al., 2011).

2.3 Employee Performance

Another multidimensional Performance construct which acts as a vital criterion for determining the organizational success and its failure is employee's performance. Employees are the real asset of an organization; the success of organization depend on how these employees perform (Sendawula et al., 2018). "Performance is the overall outcome or success of a person during certain periods of duty compared to the standard of the work, the targets or criteria that have been determined in advance and have been agreed" (Pawirosumarto et al., 2017). Pradhan and Jena (2017) Explains the term "employee performance" which signifies the achievement of individual's work after putting the required efforts to accomplish that job which is associated through achieving the meaningful work. Employee's job performance is one of the organizational behavior's variables which have been studied widely and still is being studied frequently (Bhardwaj & Kalia,

2021). Measurement of job performance can be divided into job behavior, personality traits and job result (Robbins & Judge, 2009). The employee performance can be further categorized into in role behavior- also known as task performance or the extra role behavior known as contextual performance (Bhardwaj & Kalia, 2021; Ibrahim et al., 2021).

Mangkunegara (2006) states performance can be measured by the factors; Quality and Quantity. Whereas, Soedjono (2005) states six criteria for measuring employee performance which are; Quantity, the number of activities completed to produce certain amount of product or services performed; Quality, the results of the work done are close to perfect; Timeliness, can finish on time and can maximize the time available for other activities; Effectiveness, Maximum utilization of existing resources in the organization to increase profits and reduce losses; Independence, can do work without assistance to avoid adverse outcomes; Work commitment between employees and their organizations.

Whereas Bernardin (2007) describes six indicators for measuring performance, namely: Quality, related to the process or the results close to the ideal in achieving the goal. Quantity, related to the amount produced, Timeliness, related to the use of time needed to complete activities or products, Cost-effectiveness, related to the use of organizational resources (people, money, materials and technology), Need for supervision, related to the ability of individuals to complete work without leadership supervision, Interpersonal impact, related to the ability of individuals to increase self-esteem, good wishes, and subordinates (Arifin et al., 2020).

In addition, Beltrán-Martín et al. (2008) analyzed and studied the literature where other dimensions of employee performance were discussed. As discussed in AMO model which analyzes the variables determining the employee performance. This model suggests that employees' performance is dependent on his ability (A) to work, motivation (M) and opportunity (O). According to this model employee's performance is merely dependent on his ability to carry out work with the right level of motivation to use every best opportunity he finds. (Khoreva & Wechtler, 2018) also discussed the AMO model with the HR practices, which are particularly aimed to enhance the employee performance.

Employee performance has been in the spotlight for the scholars, and many researches have been conducted to determine the individual employees' performance with the several of other variables.

(Buil et al., 2019) highlighted how the employee's performance is affected by the behavior of his supervisor. It has direct impact on the employee's productivity; hence the supervisors should work on the type of leadership style they have to adopt. It is not the only factor affecting performance, except this employee's satisfaction, a proper mechanism of performance management, rewards and recognition many more factors lead to employee's commitment to their work (Nazir & Islam, 2017), enhance their work engagement (Sugianingrat et al., 2019) which increases the employee's performance.

Since the organizations these days are promoting diversified workforce, they are increasing the number of employees belonging to different cultures, race, ethnicity or generations to create heterogeneous workforce (Setati et al., 2019). Scholars are now exploring this new dimension, where studies are being conducted on behavior of employees working in these organizations and how their behavior affect their performance. Past researches have also been conducted research that how their performance can be maximized by managing these all types of diversity or any particular type. Depending upon the organization to organization what particular diversity they are promoting (Kumar et al., 2018; Setati et al., 2019; Singh et al., 2013).

Employee's performance is considered crucial in any organization. Employee performance is the tool in accomplishing an organizational objective. It is considered as the contribution that an employee makes in achieving an organizational goal (Baharom et al., 2022). Therefore, it becomes vital for organizations to create strategies that would enhance employee Performance. Employee performance is a multi-component concept (Pradhan & Jena, 2017). This talks about employee behavior that is relevant to the organizational goals. Employee performance can be measured through different mechanisms; Employee engagement, Task performance, Interpersonal adaptability, managing work-related stress, Creativity; Innovation etc. are few elements through which organizations can measure employee performance. Different studies (Koopmans et al., 2014; Na-Nan et al., 2018; Tabiu et al., 2020) have described employee performance differently with a variety of factors and constructs like work role empowerment, behavior towards customers, Task performance, Contextual performance, counterproductive behavior, training efforts and teamwork.

Several frameworks and taxonomies have been developed in the last 20 years, keeping these aspects in mind, to measure employee performance. Table 1 identifies approaches to work performance and lists the key constructs.

Table no. 2.2: *Employee performance with other constructs*

Authors	Employee performance with other constructs;
Kennedy, Lassk, & Burns (2001)	Behavior toward customers, Teamwork and work role empowerment,
Borman et al. (2001)	Conscientious initiative and Personal and organizational support
McCook (2002)	Perceived effort, Satisfaction with coworkers, and Opportunity for reward
Johnson (2003)	Job performance and Contextual performance
Parker, Williams, & Turner (2006)	Proactive work behavior, Problem-solving, and Idea implementation
Griffin et al. (2007)	Individual task proficiency, Individual task adaptivity, Individual task proactivity, Team member task proficiency, Team member task adaptivity, Team member task proactivity, Organizational task proficiency, Organizational task adaptivity, and Organizational task proactivity
Schepers (2011)	Work performance and Disciplined effort
Audrey, & Patrice (2012)	Creativity, Reactivity in the face of difficulties, Interpersonal adaptableness, Training efforts, and Handling work related stress
Koopmans, Berhnaards, Hildebrandt, Vet, & Berk (2014)	Task performance, Contextual performance, and Counterproductive work behavior

Pradhan and Jena (2017)	Task performance, Contextual performance, and adaptive performance.
(Khoreva & Wechtler, 2018)	HR practices & Employee Performance
(Dharma, 2018)	Motivation, Organizational citizenship behavior and Employee Performance.
(Eliyana, Ma'arif, & Muzakki, 2019)	Job satisfaction, Organizational commitment, Transformational leadership and Employee performance.

It is clear from all previous studies that performance comprises of cluster of different behaviors that may result their knowledge, skills, adaptability and the interpersonal skills. All these behaviors have been discussed earlier by certain models which lead to distal organizational outcomes in form of enhancing performance and productivity, organizational development and its growth.

(Koopmans et al., 2014; Pradhan & Jena, 2017) explained employee performance with three categories Task performance, Contextual performance, and adaptive performance. It's a triarchy model covering the expected distal outcomes of employee performance is proposed, which in detail is discussed as below;

2.3.1. Task performance

Task performance is comprised of explicit job behavior which includes the fundamental job responsibilities mentioned in job description. It requires cognitive ability and primarily it is facilitated through task knowledge (technical knowledge, principles to ensure the job performance and to have an ability to manage multiple assignments), task skills (technical knowledge application to accomplish task without being supervised) and task habits (an innate ability to respond the assigned work which either impede or facilitate the performance(Conway, 1999).

Borman and Motowidlo (1993) defines employees' performance in context of task performance as "effectiveness with which job occupants execute their assigned tasks, that realizes fulfillment of organization's vision while rewarding organization and individual proportionately." Werner (1994) synthesizes the earlier proposition of task performance and relating it to the organization's

formal reward setting as “the demonstrated skill and behavior that influences the direct production of goods or service, or any kind of activities that provides indirect supports to organization’s core technical processes.”

Task performance is the most important type of performance, where it provides the important basis of an organization to survive. It directly contributes to the organization’s success and achieving its goals. When employees will be aware enough about what their job is demanding, that’s how they will perform accordingly to achieve their target and subsequently which will lead to achieve organizational goals (Yang & Wei, 2017). Singh (2019) explains task performance as the employee’s effectiveness in complementing his/her core job responsibilities and role-based duties he has been assigned by employer. Further he discussed how task behavior will be affected by the knowledge hiding behavior of employees at workplace.

Individual work and the engagement in the performance of task with the persistence in it, facing the obstacles, meaning and purpose towards their task with a strong focus and concentration so the quality of the job increase so does the quality of performance. Previous researches on employee’s performance were carried on various dimensions of performance, but specifically on the task performance there are not enough studies conducted. Even though this is the most basic dimension of employee performance that contribute maximum to an employee performance on whole (Koopmans et al., 2013; Rodríguez-Sánchez et al., 2021).

Primary antecedent of task performance is the ability to do job and prior experience. In organizational context, the task performance is the contractual commitment and understands which exist between the manager and employee to accomplish the assigned tasks. Further task performance is divided into two segments; technical administrative task performance and leadership task performance. Technical administrative task performance is comprised of planning, organizing and the administrating day to day activities through the technical ability, business knowledge and business judgment. Leadership task performance involves setting the strategic goals, upholding necessary performance standards, motivating, directing the subordinates, motivating them, constructive criticism and the recognition (Pradhan & Jena, 2017; Tripathi et al., 2019). A Meta analytic study has also indicated that employee’s key attitudes are influences by the organizational identification, and these attitudes involves job involvement, organizational

commitment and job satisfaction. The key attitude influenced are in role behavior and extra role behavior which are also characterized as technical and leadership task performance (Lee et al., 2015). Some studies show that employee's task performance is more persistent by the organizational identification attributes (Grant & Berry, 2011), while organizational acceptance and engagement has more influence on organizational strategies- leadership task performance (Shao et al., 2019).

A recent meta-analytic study has indicated that organizational identification significantly influences employee 26 key attitudes (job involvement, job satisfaction, and organizational commitment) and behaviors (in-role behavior 27 and extra-role behavior) (Lee et al., 2015). Some researches show that employees with organizational 28 identification exhibit greater task persistence(Grant & Berry, 2011), accepting and engagement with 29 organizational strategies (Brammer et al., 2015).

2.3.2. Contextual performance

Contextual performance refers to exhibition of citizenship behavior (Griffin et al., 2000) and it can be assessed at either the individual level or the organizational level (Edgar et al., 2018). The contextual performance is the prosocial behavior of employees demonstrated in a work setting. Such behaviors are not mentioned in the job description, but has quite a lot weightage and employees been expected to be good at it. These kinds of expectations which are not properly stated are extra role behavior or the prosocial behavior. Borman and Motowidlo (1993) define behavior as;

- i. Attitude accomplished by a member of an organization,
- ii. Attitude directed towards an individual, group, or organization with whom the member interacts while carrying out his or her organizational role, and
- iii. Lastly, such behavior is performed with the intention of encouraging the betterment of individual, group, or organization towards which it is directed.

Generally contextual performance is comprised of all the activities that are unpaid and employees offer to do voluntarily or their employers. Organization these days need more contextual performance from employees for value addition purpose to its psychological and social spheres.

Even though both the task and the contextual performance have the vital goal role for the organizational goal's attainment. However, it has always been desired by the employers to get additional work beyond their formal duties (Cichy et al., 2009).

In the academic sphere, Bilal et al. (2015) present contextual performance as Proactive view in which teachers adopt smart approach by being self-starter to work and going on extra miles for a task. Therefore, contextual performance is considered as an integral component of teaching profession. Contextual performance mainly deals with such behaviors that have supplementary job proficiency. Resultantly, these behaviors contribute to “safeguard and upgrade” the psycho-social environment of universities while adopting the approach of goal accomplishment. Teachers' contextual performance refers to teachers' social and psychological behaviors consistent with their educational goals during teaching” (Hu et al., 2015).

Many studies highlighted that employees' contextual performance is basic paradigm for the diverse organizations and their settings Bilal et al., (2015) concluded that contextual performance of teachers of universities is predictor of their improved employee engagement. They also found connection between employee engagement and contextual performance through studies by (Shaukat et al., 2017) and (De Boer et al., 2015). Further, Hetzler (2007) concluded that contextual performance is a uni-dimensional construct although may fluctuate over time as it is linked to occurrence of organizational events like meeting deadlines and having holidays which may impact the degree of contextual performance. She found agreeableness and conscientiousness as stable predictors of contextual performance. Bhardwaj and Kalia (2021) through their study identified factors that promote conceptuality in employees. It was found that age of employees significantly affected their contextual performance. The level of contextual performance in employees elevated with age range of 40-50 years which thereafter remained constant while as the annual income of employees' increases their task and contextual performance both increased. They concluded that demographic variables of age, qualification, marital status, income and annual income significantly affected contextual performance of employees (Cheng & Gu, 2022).

2.3.3. Adaptive performance

The term "adaptive performance" refers to “a person's capacity to adjust to and offer the required support for a job profile in a dynamic work environment” (Pelgrim et al., 2022). According to

earlier research, when employees strive for a specific level of preciseness in their work, employees attempt to modify their behavior and attitudes to fit the various demands of their job responsibilities (Jundt et al., 2015). Effective adaptive performance requires individuals to be able to handle volatile work situations effectively (Jundt et al., 2015), such as when technology developments occur and changes to a person's job assignment, organizational reorganization, and so forth. Employees must participate in new learning strategies and becoming more adaptable to the new changes since new positions and occupations are emerging as a result of technology innovation (Park & Park, 2019; Rousseau & Aubé, 2020). Employees are expected to modify their interpersonal actions in these situations so that they can cooperate with a varied workforce, including peers, subordinates, or managers. professional competency may help with task performance, according to Griffin, Neal, and Parker (2007) but adaptability and proactiveness in one's professional position are crucial to deal with unstable business situations.

Different researchers have used different various terms to describe the adaptive performance including adaptability Smith, Ford, & Kozlowski (1997) adaptive expertise Chen et al. (2005), adaptive behavior Şahin and Gürbüz (2014) adaptive abilities Karaevli & Hall (2006) and the additivity (Griffin et al., 2000). Adaptive performance has been discussed in a diverse organizational context with variety of other variables. Pulakos et al. (2000) included eight dimensions of adaptive performance, Pradhan and Jena (2017) focused on appropriate behavioral responses to different contexts, and Chen et al. (2005) mentioned the capability to modify knowledge and skills, Ployhart and Bliese (2006) emphasized personal characteristics. Although various definitions of adaptive performance reflect the different aspects of adaptive performance, but all these definitions explain the work behaviors and response to change conditions. Among all the different definitions, Pulakos et al. (2000) addressed the diverse aspects of adaptive performance in a best way by emphasizing complicated nature of adaptability. Based on Pulakos et al.'s (2000) work, Park & Park, (2019) define adaptive performance as “flexible work behaviors that help employees adapt to change by demonstrating excellence in problem solving, uncertainty/stress /crisis control, new learning, and adaptability related to people, culture, and environment”.

Adaptive performance of employees reflects the need to address the employee's adaptability to the changes at the work setting. At an individual level adaptive performance facilitates positive

results such as, enhancing the performance capability and the career success (M. A. Griffin, Neal, & Parker, 2007; Shoss, Witt, & Vera, 2012). It not only enhances and affect individual's performance outcome, it can also affect and lead to the organizational outcomes which includes organizational learning, managing organizational change and more importantly keeping up with the customer's changing expectations (Dorsey, Cortina, & Luchman, 2010).

(O'Grady, Akroyd, & Scott, 2017) discussed the concept of adaptive performance management, which offer an approach to deal with increasing uncertain environment based on changes coordinated with management structure and the control process. It basically represents a holistic approach of management to enhance organization's responsiveness and adaptability by changing entire management control.

Today, any change to an organization, especially a change in the nature of work, necessitates that its employees display adaptive performance behavior (Chen, Thomas, & Wallace, 2005). Adaptive performance is added as another dimension of employee performance (Tabiu et al., 2020) as a result of changes in the ways that firms carry out their work processes (Tabiu, Pangil, & Othman, 2018).

According to Griffin, Neal, and Parker (2007), adaptive performance in an organizational context refers to how well an individual employee adjusts to various changes in their work roles or environment in order to satisfy organizational requirements. Given that companies need employees to adapt to these changes in order to run more efficiently, this is something to keep in mind. The importance of flexibility as a performance factor has recently come to the attention of several academics (Burke et al., 2006).

The influence of HR practices as the predictors enhances the employee's adaptability, according to several research that have looked at the predictors of adaptive performance (Charbonnier-Voirin & Akremi, 2011). There are a lot other practices which were discussed by Tabiu, Pangil, & Othman, (2018), includes training and development, career development and more importantly job autonomy. These all practices help employees to work and enhance their adaptive performance, incase if any of the employee lack at it. Thus, these practices influence adaptive performance to become more imperative.

The overall literature on age diversity, employee performance, and perceived age discrimination climate suggests that age diversity can have a positive impact on employee outcomes, such as increased problem solving and creative skills, as well as improved collaboration and knowledge sharing. However, this positive impact can be diminished if there is perceived age discrimination climate in the workplace. Perceived age discrimination climate can lead to decreased motivation and engagement, and ultimately result in reduced employee performance. In order to fully capitalize on the potential advantages of age diversity in the workplace, proper management of the climate of age discrimination is essential. This can be accomplished through fostering an inclusive culture, offering diversity and inclusion training, and putting in place practices and policies that support age diversity. In order to maximize employee performance, the literature study as a whole emphasizes the value of age diversity and the necessity of addressing age discrimination in the workplace.

2.4. Theoretical Framework

Recently diversity theorist has turned to the well-established field of social psychology for insights into how diversity affects individuals and groups in organizations. Social psychologists have examined the processes involved with social identity and intergroup relations and diversity scholars recognized that this research tradition can provide a solid background for emerging theories on workplace diversity. Organizational researchers often refer to inborn human characteristics as dimensions of diversity, or social category diversity. The theoretical foundations for primary dimensions of diversity include the self-categorization theory (Turner, 1982) and the social identity theory (Tajfel, 1978). These theories describe how people react to observable demographic characteristics. The primary dimensions of diversity shape people's perception and behavior without regard to work task relevance. According to O'Flynn, Ricciotti, Nicholas, Lau, Sammaritino, & Fisher (2001) the two most commonly used theories of diversity are the social categorization theory and social identity theory.

The theories used for theoretical development of argument is "social identity theory" and "social categorization" which suggest that individuals classify themselves into certain groups on basis of different dimensions that personally relate to them, those could be demographic categories of age, gender or race. As a result of such believe and perception, they tend to favor people belonging to

similar groups, and on the other side they discriminate people of other groups. In the organizational context, there exists many such groups with these types of individuals (Turner & Oakes, 1986).

This research is focused on employees' perception and how their perception of discrimination on age basis is affecting their performance. The theorists according to social categorization and social identity theory, People categorize themselves and make groups on basis of common interests or any similar. Here the social identity theory and social categorization theory is providing the basis to develop the construct that employees socially interact and are comfortable with colleagues from same age group and same age categorize. When they interact and work along in an age diverse workplace. It causes conflicts and discriminations. This study is focused on studying the effect of age diversity on employees' performance with the mediation of perceived age discrimination climate (Odhiambo et al., 2018).

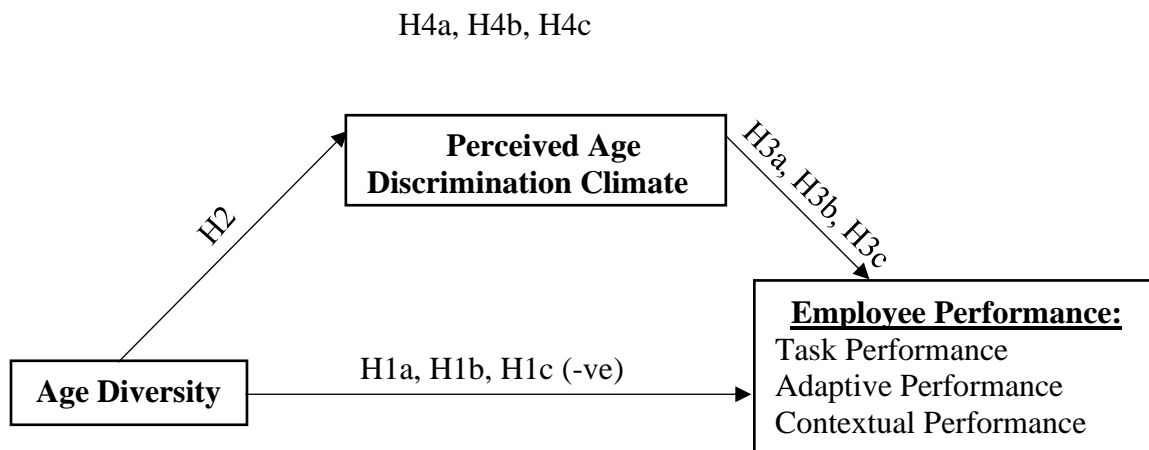


Figure. 1.1: *Theoretical Framework*

2.5. Hypotheses Development

2.5.1. Age diversity and employee performance

Multiple researchers have examined various aspects that might affect employee performance in previous studies. The affective commitment of employees to carry out their duties, which Meyer

and Allen (1991) as “the employee’s emotional attachment to, identification with, and involvement in the organization” is one of the fundamental attitudinal states of employees. To work with their best efforts and zeal to achieve the organizational goals, employees need to feel engaged and that the workplace is fair. Following the prior studies (Kunze et al., 2013) age diversity has an adverse influence on performance of individual employees. Therefore, it is important to investigate how age diversity affects each employee's performance, which will be evaluated based on their task-related, contextual, and adaptive performance. The purposed hypothesis will be to investigate the relationship existing between age diversity and all three categorize of performance of employees.

2.5.1.i Age diversity and task performance

One of the most crucial types of employee performance is task performance, which is the fundamental foundation of an organization's ability to survive. It contributes to the organization’s success and achieving its long-term goals. When employees will be aware enough about what their job is demanding, that’s how they will perform accordingly to achieve their target and subsequently which will lead to achieve organizational goals (Jundt et al., 2015; Shoss et al., 2012) . (Singh, 2019) discusses the task performance as the employee’s effectiveness in complementing employees’ core job responsibilities and role-based duties he has been assigned by employer. Further he discusses how task behavior will be affected by the knowledge hiding behavior of employees at workplace.

In a workplace where age diversity exists and the employees have the perception of discrimination on age basis effects the employees’ performance; it affects the performance in their daily tasks and consequently it affects performance of organization. That perception of employees may cause different behavioral changes and it will also affect their performance. In this context, it is presumed that if the organizations have level of age diversity then it will have positive effects on employees’ perception regarding age discrimination climate (Backes-Gellner & Veen, 2013; Kaltiainen & Hakanen, 2022).

H1a. Age Diversity is negatively related to employees’ task performance.

2.5.1.ii Age Diversity and contextual performance

Studies have mentioned the contextual performance as essential construct for different organizational settings like Bilal et al. (2015) concluded that contextual performance of teachers of universities is predictor of their improved employee engagement. They also found connection between employee engagement and contextual performance through studies by (Nangoy et al., 2020) and (De Boer et al., 2015). Further, Hetzler (2007) concluded that contextual performance is a uni-dimensional construct although may fluctuate over time as it is linked to occurrence of organizational events like meeting deadlines and having holidays which may impact the degree of contextual performance. She found agreeableness and conscientiousness as stable predictors of contextual performance. Bhardwaj and Kalia (2021) through their study identified factors that promote conceptuality in employees. It was found that age of employees significantly affected their contextual performance. It does effect by the employees' perception of age discrimination.

H1b. Age diversity is negatively related to employees' contextual performance.

2.5.1.iii. Age Diversity and adaptive performance

Adaptive performance of employees reflects the need to address the employee's adaptability to the changes at the work setting. At an individual level adaptive performance facilitates positive results such as, enhancing the performance capability and the career success (Carter et al., 2018; Jundt et al., 2015). It not only enhances and affect individual's performance outcome, it can also affect and lead to the organizational outcomes which includes organizational learning, managing organizational change and more importantly keeping up with the customer's changing expectations (Dorsey et al., 2010).

Age discrimination is currently characterized as a larger spectrum of age-related discrimination against both older and younger employees Butler, (1969), in contrast to earlier research that primarily concentrated on negative age discrimination and labeled it as stereotyping against older persons (Kunze et al., 2013). According to (Kunze et al., 2011) age discrimination is an organization causing the discriminatory climate which indicates how employees from various age groups perceive fair and alternatively unjust corporate behavior. Researchers have discussed the factor that might be the reason behind such negative perception; the major reason discussed is the unjust organizational process or organization's HR system (Kunze et al., 2013). However, there's

been inadequate research on positive attitude of workforces towards age discrimination, and there is still a need to discuss how organizations with age discrimination climate need to control. To substantiate the HRM policies, the management needs to overlook the work condition, an organizational climate that contributes to the sustainable employment of different age group employees (Tsai et al., 2018). We will be examining the impact of perceived age discrimination climate on employees' adaptive performance in this study.

H1c. Age Diversity is negatively related to employees' adaptive performance.

2.5.2. Age diversity and perceived age discrimination climate

Organizations are presently experiencing an upward trend in age diversity, although its effects on employee performance and age discrimination are not extensively studied. Numerous academics have hypothesized that businesses with greater age diversity may experience reduced levels of prejudice as a result of familiarizing themselves with older personnel. When team members or coworkers from different age groups with diverse opinions and experiences work together, they could detect an environment that is ageist. That perception of employees may cause different behavioral changes and it will also affect their performance. In this context, it is presumed that if the organizations have level of age diversity then it will have positive effects on employees' perception regarding age discrimination climate (Backes-Gellner & Veen, 2013). Fasbender, U., & Gerpott, F. H. (2022) conducted the study the comparison between the knowledge transfer between the older and younger generation among the organization. They concluded that management plays a vital role to promote such culture, if the management takes the initiative to arrange the awareness and trainings to indulge all categories of generation it gets easier to share the knowledge and practices. The age differences do not affect the age in such manner and create a better environment and will enhance the employees' individual performance. The goal of the hypothesis is to investigate the relationship between the age diversity and perceived age discrimination climate;

H2. Age diversity is positively associated to respondents' perceptions of age discrimination climate.

2.5.3. Perceived Age Discrimination Climate as Mediator between Age Diversity and Employee Performance

Robson and Hansson (2007) discussed the factors of potential age discrimination at work, such as performance evaluation, career prospects, task distribution, and personal and professional growth. Existing studies have discussed the relationship of diversity with employees' performance with a variety of other moderators and mediators, but this study will specifically focus on and will examine the relation of perceived age discrimination climate as the mediator between employee performance and age diversity. Krilić, D. (2022) investigated that the individual-level consequences age diversity will lower social capital, that is, decreased engagement of employees towards their work higher turnover intentions will be resulted to measure this relationship.

2.5.3.i Age Diversity and Task Performance

Task performance is comprised of explicit job behavior which includes the fundamental job responsibilities mentioned in job description. It requires cognitive ability and primarily it is facilitated through task knowledge (technical knowledge, principles to ensure the job performance and to have an ability to manage multiple assignments), task skills (technical knowledge application to accomplish task without being supervised) and task habits (an innate ability to respond the assigned work which either impede or facilitate the performance (Tams, S. 2022).

With the increase in age diversity in the organization, the management should not expect the same level of task performance. When employees from different generation gets to work together, they perform as per their abilities and knowledge. Today, when the technology is boosting every single day. We expect improved ways and solutions to everything which we cannot expect from people of different age groups. When it comes to task performance, the employees from different age groups will not yield same kind of task performance. It will definitely affect the performance in different manner. Through the variable of perceived age discrimination climate, we are investigating the relationship between age diversity and employee task performance.

H3a: The relationship between age diversity and employees' task performance is mediated through perceived age discrimination climate.

2.5.3.ii Age Diversity and Contextual Performance

Contextual performance includes any voluntary, unpaid tasks that employees offer to perform for their employers. Organizations today require greater contextual performance from their employees in order to enhance their psychological and social environments. Although both the task and the contextual performance have a crucial influence in achieving the organizational goal. However, getting additional labor outside of their formally assigned tasks has long been desired by the employers (Cichy et al., 2009). Since, the contextual performance is observed to be more accepted by the younger generation than the older employees it may affect the level of interest and performance of older employees. They seem not be involved in informal activities and duties than the young people. These day employees try to get involved in extracurricular activities than just to be confined to their usual activities.

Through the mediation of a perceived climate of age discrimination, we will examine the impact of age diversity on employees' contextual performance.

H3b: The relationship between age diversity and employees' Contextual performance is mediated through perceived age discrimination climate.

2.5.3.iii Age Diversity and Adaptive Performance

In the organizational context adaptive performance refer to the degree or the level to which an individual employee adapts different changes in work roles or the environment so they could meet the requirement of the organization or the new environment, or any new situation at the workplace (Griffin, Neal, & Parker, 2007; Pulakos, Arad, Donovan, & Plamondon, 2000). Keeping in view the fact that organizations are demanding their employees to adapt these changes, in order to operate more effectively. Many scholars have now identified that the adaptability is also a critical element of performance which further needs more understanding (Burke et al., 2006).

Adaptive performance may be get effected by the perception of employees regarding the age discrimination. It will affect the employee and their adaptive performance as they'll get resilient to the new adaption of technology or trends. With age employees' perception gets more rigid and acceptance to new things and people get hard. Thus, this may cause the unhealthy culture among the employees. We will analyze the relationship through the mediation of perceived age discriminatory atmosphere in order to examine the association between age diversity and employees' adaptive performance.

H3c: The relationship between age diversity and employees' adaptive performance is mediated through perceived age discrimination climate

2.6 Summary:

This chapter covered the maximum literature on the variables used for this research. The variables were age diversity as dependent variable, employee performance as dependent variable and mediator was perceived age discrimination climate. Employee performance is further discussed in its' three sub categories. The idea of the detailed discussion is to study these categorize and their relation with other factors effecting employees in the work setting. This chapter also explains the theoretical framework, hypothesis development.

CHAPTER NO.3

3. METHODOLOGY

The purpose of this chapter is to provide detailed insight regarding the methodology used during data collection and analyzing it for this research. This chapter starts with highlighting the importance of research philosophy and design along with the specific approach adapted for the current study. It also contains details regarding sample, its selection criteria and demographics. The chapter provides an insight of education sector of Pakistan from where the data for this study has been collected. It also provides details regarding the analytical procedures performed on data collected.

3.1. Research Philosophy and Design

Conceptualizing knowledge and ways of creating it have always been subjective in nature. Research philosophy provides and direct the process according to which data under study should be collected, investigated and used. It basically deal with our understanding of the reality of the world and our interpretation of knowledge, its existence and the reality (Crotty, 1998). Research paradigm provides basis and grounding for all the knowledge creation in the world. A research paradigm is an approach of gaining and comprehending the knowledge of world and studying it. A research paradigm consists of four components i.e. epistemology, ontology, methodology and methods (James, 2012). This chapter deals with all these four components.

Ontology in the simplest terms is the study of “nature of being and actuality” and its assumptions are concerned with what constitutes reality (Bryman and Bell, 2015; Saunders, 2015) and Crotty, 1998). Ontology studies the crux of the phenomenon that is under study. Researchers need to clearly take a stance regarding their perception of reality (James, 2012). This can either be independent of humans (objective) or dependent on humans (subjective) for its existence (Orlikowski and Baroudi, 1991). This constitutes two basic aspects of ontology i.e. objectivism and subjectivism.

Epistemology on the other hand deals with the nature and forms of knowledge that exist and how to reach it (Cohen *et al.*, 2007). The assumptions in epistemology are concerned with the ways knowledge can be created, gathered and also communicated (James, 2012). Epistemology

can either be positivistic or interpretivist in nature. Positivistic approach is based on already built theories rather than generating new ones. It is concerned more with identifying and verifying causal relationship among variables (Orlikowski and Baroudi, 1991). On the opposite hand, interpretivism approach has a basic underpinning that humans are social actors who construct and reconstruct their own reality (Saunders et. al, 2007).

The current study aimed at objectively testing and analysing the data grounded on already established theories to find out the causal relationship among variables i.e. age diversity, employee performance and perceived age discrimination climate as mediator. Epistemologically, the study adapted a positivistic approach, deductively gathering and interpreting data on grounded theory.

3.2. Research Methodology and Strategy:

The third component of the research paradigm is research methodology. Methodology component is responsible for answering questions such as why, what, where, when and how data is collected for analysis (James, 2012). Research methodologies are traditionally classified into broader spheres i.e. quantitative and qualitative research methods (Creswell and Creswell, 2017). Both of these separately have several techniques that are used in collecting data.

Quantitative research methodology is adapted for this study focuses on dealing with statistical data. Through this methodology, researcher usually tends to gather data from a relatively larger audience. The approach used for is deductive approach in which data is gathered to negate or approve already present relationships. The data gathered is quantifiable and usually focuses on testing the type and strength of relationship between variables. The study focused on studying the relationship of Age diversity (IV) with Employee performance “Task performance, Adaptive performance, Contextual performance” consequences (DV) was examined considering mediating influence of perceived age discrimination climate.

Under quantitative research methodology, several techniques are available for data collection. For this particular research study, survey was used as a technique to collect data. Under survey technique, questionnaire was used as a tool to collect data. Survey questionnaire were designed which were comprised of close ended questions based on variables of each construct. Participants were supposed to select from already defined choices available against each question using Likert

Scale. Cross sectional data collection strategy i.e. collecting data from participants at one point in time was used due to time constraints.

3.4. Sampling Technique

Sampling techniques are basically concerned with selection of sample from a population. Data collection from the entire population is not possible. Because a sample is thought to be representative of the particular population, it is chosen from the population from whom data is collected, and results are extrapolated to the entire population. It is one of the most significant factors that determines the accuracy of the results. If anything goes wrong with the sample, it directly affects the results.

Probability and non-probability sampling techniques are the two basic categories of sampling procedures. Probability sampling, in which each instance has an equal chance of being chosen from the population, is commonly employed in research investigations that require statistical estimation of population characteristics to address research questions. As a result, in a non-probability sampling technique, the chance of each sample being selected from the population is unknown and cannot be approximated, making statistical conclusions about the population's features impossible. The probability sampling technique was the most appropriate choice for this research study, based on its research questions, research objectives, and research philosophy.

Various sampling techniques are available. Sampling techniques are basically methods that provide the logical explanation of selecting a particular sample. For this particular study, convenience sampling technique was used to gather data which comes under the non-probability sampling. In convenience sampling, data is collected from the participants who are easily available to the researcher and are willing to be a part in the research under study.

Data for this research was collected from the education sector- higher education institutes like universities and more specifically universities of Islamabad (NUST, FAST, COMSATS –ISB, BAHRIA) as it was convenient to collect data from here. According to HEC, there are 88 public and private universities based in Islamabad, Pakistan (Universities & Sub-Campuses –HEC, 2020). We contacted the four largest universities of Islamabad.

The purpose of the study was to determine how perceived age discrimination climate affected the relationship between employee performance and age diversity among university

academic staff. Questionnaires were created and sent online using Google Forms in order to gather data. Due of the pandemic, in-person data collecting was not possible. As a result, academic personnel were the goal of the data collection, and online questionnaires were distributed to them.

Accessing the participants was also problematic as universities were not ready to share their information readily regarding their organizations. A few references were also used to gain access to the universities. Universities also demanded to maintain the anonymity and demanded that the information related to universities with name of university should not be made public which was accepted by the researcher. Also, the universities demanded to share the results of the research after completion that was also accepted by the researcher. The relevant data was shared with the administrators.

A total of 400 responses were collected. Out of 400, 389 were able to make it to analysis section because of the selection criterion. According to Krejcie and Morgan (1970), 384 is the standard sample size if the population is unknown. Since population was unknown in the current study, so the responses collected were sufficient to analyze data.

3.5. Time Horizon

Time horizon selection refers to a researcher's decision about how many times data should be collected for a study. Data can be collected in two ways: cross-sectionally and longitudinally. In contrast to longitudinal studies, which gather data repeatedly and at regular intervals to chart changes over time, cross-sectional studies gather data only once. (Quinlan et al., 2019). Because of two criteria, cross sectional time horizon was used for this research: first, researcher was limited in resources and time, and second, nature of the research did not require observing changes in population response over time. It was gathered all at once over the course of 6 months (August 2021 to January2022).

3.6. Data Collection Method and Procedure

Primary data gathering and secondary data collection are two different categories of data collection methodologies, according to Saunders (2007), In the primary data collection process, data is obtained directly from the source, but in the secondary data collection process, data is retrieved from secondary resources like reports, journals, newspaper articles, and so on. Primary sources were used to acquire the data for this investigation.

A questionnaire was prepared on Google forms owing to the ease of access and usage of this medium for all participants. The questionnaire contained a demographic section along with separate sections for the items of every variable. Before proceeding to data collection phase, the questionnaire was pilot tested by taking the assistance of some fellow students and instructors to lessen the potential issues or ambiguities in the questionnaire. The language used for the questionnaire is English as it's officially and widely used in Pakistan. Following the pattern of convenience sampling, the link to the Google form containing the questionnaire was distributed on various platforms i.e. LinkedIn direct messages and contacting the university faculty through emails. Only those participants could proceed with the questionnaire that checked the statement about being in higher education sector(universities) in consent part of questionnaire. A final of 389 complete questionnaires were obtained after data collection.

3.5. Instrumentation

For quantitative research, a survey questionnaire is chosen. One of the most appropriate tools is a survey questionnaire, which allows collection of data in enormous amounts from a broad population in a limited amount of time and money (Kock et al., 2017). In addition to being a useful tool for academics with minimal resources, it is also seen as a relatively simple to explain and understand method that permits measurable data to be collected. Descriptive and inferential statistics were used for analysis of data acquired through the survey. It is, nevertheless, vital to guarantee that the sample chosen is representative of the entire population (Ventresca & Mohr, 2017; Walliman, 2017).

3.6. Measures

Each Variable is measured based on a 5-Likert scale from 1= strongly agree to 5= strongly disagree. In this study, we are focusing on millennials and baby boomers and their generational differences along with their impact on employee's performance. Before collecting data, the validity and reliability is ensured by the pilot testing the questionnaire.

3.6.1 Age Diversity

Age diversity measure was calculated out of the individual employee responses. In

operationalization of age diversity, the scale used is from (Odhiambo et al., 2018). Harrison and Klein (2007)'s scale in that the conceptualization of a specific diversity dimension should determine its operationalization. Following our prior theoretical argumentation, diversity in our study constitutes separation rather than disparity or variety. Thus, This measure is most often applied if theoretical arguments are proposed concerning social identity, similarity-attraction, or attraction-selection-attrition theory, as is the case in our study (Harrison & Klein, 2007).

3.6.2. Employee Performance

For Employee performance measurement scale used is from (Pradhan & Jena, 2017), the developed items were then classified and conceptually grouped into three distinct dimensions: task performance (e.g., "I use to maintain high standard of work"), adaptive performance (e.g., "I use to keep myself updated with new skills and knowledge that help me to quickly adapt to changes in my core jobs"), and contextual performance (e.g., "I use to guide my new colleagues beyond my job purview").

3.6.3. Perceived age discrimination climate

Perceived age discrimination climate was measured using four items from a scale developed by Abraham (1993) and recently applied by (Robson & Hansson, 2007). These items delineated several occasions that could be a source of potential age discrimination in the workplace (e.g., performance assessment, career opportunities, and allocations of tasks, professional and personal development).

3.7. Analytical Procedures

The fourth component of research paradigm is methods. Methods are specific techniques that are used in the analysis of data (James, 2012). Several analytical procedures were performed on the data to obtain meaningful information out of it. Samples descriptive and variables descriptions were achieved by using SPSS. CFA was performed using AMOS v.23 to check model fitness. "Cronbach's Alpha" was calculated for measuring the reliability and internal consistency of the variables. Direct relationship of independent variables on dependent variables was tested by using AMOS. Process Macro- the extension of SPSS is used to test the hypothesis proposed in the study. Mediation hypotheses were performed on the data collected using AMOS v. 23.

3.8. Data Screening

The first step performed before doing any analysis was screening of the data. This was done in order to find any unengaged responses, missing values and outliers before pursuing on any further testing of hypotheses and variables. These processes were performed both in Microsoft Excel v. 2012 and SPSS v. 23.

Missing values were also treated. Since the responses of all the statements were measured using Likert Scale, missing values were filled in using the average answer of answers against the particular statement. In case of demographic responses, missing values were filled by responses of respondents with similar demographics. After the treatment of missing values, standard deviation was calculated. It was calculated in order to identify any unengaged responses. Responses with SD value less than 0.5 were deleted and not taken into account for further analysis.

3.9. Reliability Analysis

The next step was to identify the consistency and stability of the items that were used in data collection. This was done by performing reliability analysis. Consistency and stability of the items have a significant consideration while performing analysis on the data (Gliem and Gliem, 2003).

Reliability analyses primarily is based on the proposition that whether the items that are used in the research, if reused and re-administered by the same respondents result in getting the same responses. According to Sekaran (2006), Cronbach's alpha which generally is used for measuring internal consistency, value equal to or greater than 0.60 is considered as good reliability. But most of the researchers have agreed with Hair *et al.*, (2009) that the acceptable value for reliability analysis needs to be 0.7.

3.10. Correlation analysis

Correlation analysis was the next step after determining the variables' internal consistency. Association between dependent and independent variable and strength of their relation is determined through correlation. In essence, it represents linearity between the variables (Cohen *et al.*, 2013). Between -1 and +1 is the correlation coefficient's value. The numbers closer to 1 indicate a greater association between two variables because this approach is used to determine the strength within the relationship among variables.

The relationship between variables with one another can be either positive or negative. Positive correlation means that raising the value of one variable would raise the value of the other. Contrarily, a negative relationship suggests that as one variable's value rises, the value of another variable falls. Therefore, -1 suggests the presence of an absolute negative relationship between the variables, +1 the presence of an absolute positive relationship, and 0 the absence of any link at all.

3.11. Ethical Consideration

Research ethics were considered in all steps of this research involving before, during, and after the data collection. Firstly, before data collection, all the statements included in the questionnaire used a gender-neutral tone and it was made sure that the questionnaire did not include offensive statements targeting any participant's cultural, social or religious beliefs. Before directly approaching the participants, we had a meeting with department heads to explain our research objectives and the way its results will add value to their institute too. After getting permission from the department head, the questionnaire was distributed to participants with consent form attached for the participants. Then during data collection, the participation in the research survey was completely voluntary and all participants were provided with a right to withdraw at any stage of research. The anonymity and confidentiality of participants were ensured in the analysis and reporting of data. During the whole process, it was made sure that it does not affect any participant personally and we made sure that no one was exploited in any way. The research aim is to provide valuable findings for organizations with the age diverse workforces and it will not only impact the organization, it will also affect the society. If the age diverse issues are recognized and controlled, it will not just improve the organizational culture it will also improve individual social behavior. Lastly, after the data collection, the objectivity of researchers was ensured to avoid any misrepresentation during the data collection and analysis phase.

To make sure researcher biases do not affect during research, researchers should follow some certain ways. Firstly, we were transparent about the research objectives and methods, ensuring that they do not influence the participants' responses. Secondly, a randomized sampling technique was used to select participants to ensure that all participants have an equal selection chance. After the data collection, the objectivity of researchers was ensured to avoid any misrepresentation during the data collection and analysis phase. Thirdly, standardized data collection tools and procedures were used to ensure consistency in the data collected. Finally, statistical analysis techniques were

implied to identify and control for any potential biases in the data.

3.11. Summary

In this chapter, methodology is explained in detail that study is established on positivistic approach and convenient sampling technique is used for data collection as it is the quantitative study and the population was unknown. Further this chapter also covers the measures of each variable and data screening method. In last, the tests used for analysis are also discussed that why the chosen tests are used for this study and the ethical consideration.

CHAPTER NO. 4

4. RESULTS

In this study analysis of the data started with the compilation of all the data that was collected from the respondent, then this data was screened and then descriptive statistic were analyzed for the demographic profile of the respondent. After this confirmatory factor analysis, reliability of the scale and variable were measured. After the reliability correlation between the variables were checked and then hypothesis was tested through the process Macro model 4 the independent variable, dependent variables and for the mediation. For all the statistical analysis of this study SPSS (Social Statistical Package for Social Science) and AMOS (Analysis of Moment Structures) software were used.

4.1. Descriptive statistics

For this research, the data was obtained from the Professors and Assistant Professors working in the universities of Pakistan. The university professors belonged to different age groups, varying experience levels, and diverse departments of their respective organizations. A total of 389 questionnaires were finalized after data screening. To obtain the demographic information, the participants were asked about their gender, age, work experience, university they were employed at, and location.

The gender of respondents was distributed into three categories (male, female, others). Of the final participants of this study, 49.9 percent were female and 55.1 percent were male. The age of respondents came under three categories (25-35 years, 35-45 years, 45-55 years and 65 years above). 36.3Percent of participants belonged to the age group 25-35 years; 31.5 percent of participants belonged to the age group 36-45 years; 21.8 percent of participants belonged to the age group 46-55 years; 9.1 percent of participants belonged to the age group 56-65 and 1.3 percent above 66 years. The experience of participants was distributed into five categories (1-10 years, 11-20 years, 21-30 years, 31-40 years, 41 -50 years). 61.4 percent of participants had experience ranging from 1-10 years; 24.1 percent of participants had experience ranging from 11-20 years; 11.7 percent of participants had experience ranging from 21-30 years; 1.8 percent of participants had experience ranging from 31-40 years; 1 percent of participants had experience ranging from

41-50 years. Moreover, the universities of participants were comprised of five in general consisting NUST, FAST, BAHRIA, COMSATS-ISB Campus and Others. 30.5 percent of participants worked in NUST University; 19.8 percent of participants worked in FAST; 11.4 percent of participants worked in BAHRIA; 27.9 percent of participants worked in COMSATS-ISB and 10.4 percent participants worked in other universities, see Table 4.1.

Table. 4.1: *Demographic variables*

Demographic variable	Category	Frequency	Percentage
Gender	Male	217	55.1
	Female	177	49.9
Age	25-35years	143	36.3
	36- 45 years	124	31.5
	46-55 years	86	21.8
	56- 65 years	36	9.1
	66 < years	5	1.3
Years of Experience	1-10years	242	61.4
	11-20 years	95	24.1
	21- 30 years	46	11.7
	31- 40 years	7	1.8
	41- 50 years	4	1
University	NUST	120	30.5
	FAST	78	19.8
	BAHRIA	45	11.4
	COMSATS	110	27.9
	Others	41	10.4

4.2. Variable Description

Age diversity, perceived age discrimination climate, and employee performance are among the variables of the current study. The independent variable is the age diversity. The mediator is considered to be perceived age discrimination climate. The final dependent variable is employee performance. The primary assumption of this study is based on the mediated process, specifically that the perceived environment of age discrimination (mediating variable) mediates the association between employee performance (dependent variable) and age diversity (independent variable).

4.3. Reliability

According to Sekaran (2003), “consistency indicates how well the items measuring a concept hang together as a set. Cronbach’s alpha is reliability coefficient that indicates how well the items in a set are positively correlated to one another”.

Reliability is the degree to which a measurement technique can be depended upon to secure consistent results upon repeated application. Reliability can be internal or external. Internal reliability is the extent to which data collection, analysis and interpretation are consistent. If multiple data collectors are used, they should agree. External reliability is the extent to which the results can be replicated. The internal consistency method provides a unique estimate of reliability for the given test administration (Odhiambo et al., 2018).

The reliability values of all variables are calculated by using the Cronbach’s Coefficient Alpha. are calculated. The analysis of reliability reveals internal consistency of all items. The analysis of reliability is grounded on checking whether the scale items used in existing research, if re-administered, will provide the same responses or not (Sekaran, 2006). According to Sekaran (2006) and Hair et al. (2010), the acceptable value of reliability is 0.7 while a value greater than 0.8 is considered a good value. The reliability -Cronbach alpha’s values for all the variables in this research is above 0.8. The reliability of age diversity is 0.69 with five items. The reliability value for employee performance is 0.82 with fourteen items and for task performance it is, 0.79 with 3 items, for adaptive performance reliability value is 0.85 with eight items and for contextual performance the reliability value is 0.82 with 3 items. Cronbach’s alpha value for perceived age discrimination climate is 0.95 with five items.

Table 4.2: Correlation

	Mean	SD	Age	Gender	University	Work Experience	Age Diversity	Age Discrimination	Task Performance	Adaptive Performance	Contextual Performance
Age	2.07	1.02	1								
Gender	1.45	0.5	0.082	1							
University	2.68	1.42	-.271**	.243**	1						
Work Experience	1.57	0.84	.696**	-.113*	-0.065	1					
Age Diversity	2.08	1.03	-.250**	-.136**	-.271**	.696**	1				
Age Discrimination	16.3	5.07	.368**	-.147**	-0.04	0.083	.102*	1			
Task performance	1.73	0.79	.549**	-0.055	.134**	-0.056	-0.089	-0.045	1		
Adaptive Performance	2	0.8	.368**	-0.01	0.028	0.059	.127*	-.127*	.612**	1	
Contextual Performance	1.83	0.86	.134**	0.097	0.082	0.015	0.016	-.250**	.368**	.549**	1

N=389, **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

4.4. Correlation

Correlation analysis is performed to determine the strength of relationships among variables (Cohen et al., 2013). The values of the correlation coefficient range from +1 to -1. The relationship between variables can either be positive or negative. A value closer to 1 depicts a strong relationship between two variables. A value equal to 0, however, represents that there is no relationship between the variables (Saunders et al., 2011).

There is a significant correlation between universities and gender ($r=.24$, $p=0.05$); work experience and gender ($r=-.11$, $p=0.5$); age and gender ($r=-.13$, $p=0.05$), age and University ($r=-.27$, $p=0.05$), age and work experience ($r=.69$, $p=0.05$).

The correlation values provide preliminary support for the hypothesis presented i.e. there is a significant correlation between age diversity and perceived age discrimination climate ($r=.10$, $p=0.5$), the increase in age diversity is seen to be affecting the age discrimination climate, in a way that the increase in the age diversity is causing the increasing trend in the age discrimination climate. Moreover, employee performance has a significant correlation with age diversity ($r=-.14$, $p=0.05$) and perceived age discrimination climate ($r=-.17$, $p=0.05$). Employee performance is negatively affected by the age diversity and age discrimination climate. Both the direct and mediator factors are creating negative affect on employee's performance”

The discriminant validity of the model constructs was examined by comparing the three-factor model with the other models i.e. one-factor and two-factor models. In the one-factor model, all variables i.e. age diversity, perceived age discrimination and employee performance was included together as one variable. In the two-factor model, the independent and mediating variable i.e. perceived age discrimination climate were grouped as one while the dependent and employee performance was treated as the second variable. The three-factor model treated independent, dependent and mediating; all three variables were treated distinctly. The one and two -factor models yielded a poor fit to the data, see Table 4.3. Therefore, the discriminant validity of the three constructs was confirmed.

4.5. Confirmatory Factor Analysis- CFA

Reliability and validity test are conducted to evaluate the integrity of instruments used in the study. These tests are carried out before any statistical analysis is done. Validity, which can be divided into construct and content validity, determines the reliability of research. According to Cooper and Schindler (2006), construct validity guarantees that the scale is assessing the same notion that it was designed to measure, while content validity assesses whether the subject matter under study is adequately covered. Theoretical and literary foundations must be used by research academics who use CFA to understand their factor structure creation.

Construct validity is measured in two steps i.e. discriminant and convergent validity. Convergent validity measures all the items go in the same direction as predicted and it is measured using confirmatory factor analysis test (CFA). CFA is a procedure that confirms the dimensions of the construct along with indicating the items that are most suitable for each dimension (Sekeran, 2003). Studies conducted by few researchers revealed that CFA can be used to determine the construct validity (Skerlavaj and Domovski, 2009 and Dimovski, 1994).

By following Anderson and Gerbing (1988), the construct validity of variables was examined before hypotheses testing. The confirmatory factor analysis was performed in AMOS 23.0 to assess the distinctiveness of this study's variables based on fit indices of CFI, TLI, RMSEA, and chi-square statistics (Anderson & Gerbing, 1988). A cutoff value above or close to 0.90 for TLI and CFI, and a cutoff value below .08 for RMSEA show that acceptable fit exists between the observed data and the model proposed (Hair, 2009). As represented in the table 4.3, the indices support the hypothesized three-factor model indicated a high level of model fit i.e. CMIN/DF = 2.032, CFI = 0.877, TLI = 0.877; RMSEA = 0.056.

Table. 4.3: *Confirmatory Factor Analysis*

Model	CMIN/DF	IFI	TLI	CFI	RMSEA
Three-factor	2.032	0.887	0.877	0.887	0.056
Two-factor	3.046	0.745	0.724	0.741	0.080
One-factor	5.436	0.485	0.484	0.482	0.124

CMIN/DF = Ratio of the chi-square fit statistics to degrees of freedom; IFI = Incremental fit index; TLI = Tucker-Lewis index; CFI = Comparative fit Index; RMSEA = Root Mean Square Error of Approximation

4.6. Hypothesis Testing

During the analysis performed to test the hypotheses; using Model 4 in the PROCESS tool, all variables were entered i.e. Age diversity as the independent variable, Employee performance

(Contextual performance, Adaptive Performance and Task Performance) as the dependent variable, perceived age discrimination climate as mediator. Five demographic variables i.e. gender, age, experience, university and location were also included in the analysis and specified as covariates. The results showed that the demographic variables did not have any significant association with any major variable.

This study's objectives are to first evaluate how age diversity affects employee performance and, second, to investigate how that impact is mediated by a perceived climate of age discrimination. With the mediation of perceived age discriminatory climate, a second research question is offered to investigate the impact of age diversity on each type of employee performance taken into consideration for this study: task performance, contextual performance, and adaptive performance. The presented arguments were all strongly supported by all of the study's hypotheses. Each hypothesis' acceptance status is shown in Table 4.4, and the statistical results are shown in Table 4.5.

Table. 4.4: *Hypothesis*

H1a Hypothesis	Age Diversity negatively related to Employees' Task Performance	Accepted
H1b Hypothesis	Age Diversity negatively related to Employees' Adaptive Performance	Accepted
H1c Hypothesis	Age Diversity negatively related to Employees' Contextual Performance	Accepted
H2 Hypothesis	Age Diversity positively related to Age Discrimination Climate.	Accepted
H3a Hypothesis	Perceived age Discrimination Climate negatively related to Employees' Task Performance.	Accepted
H3b Hypothesis	Perceived age Discrimination Climate negatively related to Employees' Adaptive Performance.	Accepted

H3b Hypothesis	Perceived age Discrimination Climate negatively related to Employees' Contextual Performance.	Accepted
H4a Hypothesis	The relationship between age diversity and employees' task performance is mediated through perceived age discrimination climate.	Accepted
H4b Hypothesis	The relationship between age diversity and employees' Adaptive performance is mediated through perceived age discrimination climate.	Accepted
H4c Hypothesis	The relationship between age diversity and employees' contextual performance is mediated through perceived age discrimination climate.	Accepted

The proposed hypothesis for first study question was to look at the relationship between employee performance and age diversity. H1 was further divided into three sub-hypotheses, with H1a anticipating the finding of an inverse relationship between employee task performance and the age diversity. According to the results of the hypothesis test, there is an adverse relationship between employees' task performance and their age diversity ($= -0.54$, $p 0.001$). Similar to H1a, H1b suggested a negative correlation between age diversity and employees' adaptive performance ($= -0.06$, $p 0.001$), which is also supported by the results of the hypothesis test. Lastly, H1c suggested a negative correlation between age diversity and employees' contextual performance ($= -0.02$, $p 0.005$), which is also supported by the results obtained by testing hypothesis. All the three subcategories of Hypothesis 1 are supporting the argument that with the increase in age diversity the employee performance is being negatively affecting causing the decreasing trend.

For the second Hypothesis, the positive relationship between the age diversity (Independent Variable) and Perceived age discrimination Climate (Mediator) is examined. The results revealed that age diversity is positively related to the perceived age discrimination climate ($\beta = 0.50$, $p < 0.001$). Therefore, hypothesis 2 is significant and is supporting the argument that with the increase in age diversity the perceived age discrimination climate at the institutes will be increased too. Hence the results are significant and support the hypothesis proposed, see Table 4.5.

The third hypothesis H3 proposed the negative relationship between perceived age discrimination climate and employee Performance. Result shows that the perceived age discrimination climate

has a negative relationship with each category of employee performance; Task performance, adaptive performance, Contextual performance and it concludes that a negative relationship exists between perceived age discrimination climate and employee performance in general. Table 4.5 shows the statistical values which proves that the results are significant and supports the third hypothesis of this research.

The fourth hypothesis H4 of this research is purposed see the mediating effect of perceived age discrimination between the direct relationship of age diversity and employee performance. The mediating effect is tested between age diversity and each subcategory of employee performance considered for this research. The results of these hypotheses revealed that the negative relationship between age diversity and employee task performance, adaptive performance and contextual performance is stronger with the influence of perceived age discrimination climate (Mediator). H4a discuss the negative effect of age diversity on task performance with the mediation of perceived age discrimination climate ($\beta = -0.01$, LLCI= -0.02, ULCI =-0.01); Similarly, in H4b the negative effect is resulted when effect of age diversity was measured on adaptive performance ($\beta = -0.02$, LLCI = -0.04, ULCI = -0.01) and for H4c the effect of age diversity is examined on contextual performance with the mediation of perceived age discrimination climate ($\beta = -0.02$, LLCI = -0.06, ULCI = -0.01).

The negative effect of perceived age discrimination between the age diversity and employee performance indicated that perceived age discrimination climate mediates the effect of age diversity on employee's performance. It shows the negative relation between age diversity and employee performance; the effect is stronger when the age discrimination climate is high and it will be low when age discrimination climate is low. The indirect effect is significant which is supporting our third hypothesis. Following that, it can be stated that all the hypotheses including direct and indirect effects were supported, see Table 4.5.

Table. 4.5: Results from model 4 of PROCESS

Path	Mediator	Direct effect	Indirect effect	Boot 95%
		β (SE)	β (SE)	[LLCI, ULCI]
Age Diversity → Employees' Task Performance		-0.54(0.30) *		[-.1135, -.0062]
Age Diversity → Employees' Adaptive Performance		-0.06(0.25)*		[-.0219, -.1206]
Age Diversity → Employees' Contextual Performance		-0.02(0.025) **		[-.0283, -.0705]
Age Diversity→ Age Discrimination Climate		0.50(0.24) *		[0.02, 0.98]
Perceived age Discrimination Climate → Employees' Task Performance		-0.01(0.01)*		[-.02, -.01]
Perceived age Discrimination Climate → Employees' Adaptive Performance		-0.02(0.01)** *		[-.03, -.01]
Perceived age Discrimination Climate → Employees' Contextual Performance		-0.02(0.01)** *		[-.04, -.01]
Age Diversity→ Perceived Age Discrimination Climate → Employees' Task Performance	Perceived Age Discrimination Climate		-0.01(0.01)	[-0.02, -0.01]
Age Diversity→ Perceived Age Discrimination Climate → Employees' Adaptive Performance	Perceived Age Discrimination Climate		-0.02(0.01)	[-0.04, -0.01]

Age Diversity → Perceived Age	Perceived Age		-	
Discrimination Climate → Age	Discrimination Climate		0.02(0.01)	[-0.06, -0.01]
Employees' Contextual Performance				

4.7. Summary

This chapter presented the findings of the research by mentioning the results of all hypotheses. Starting with the description of the sample and variables, the results were followed by mentioning the reliabilities and correlation values. Then, it discussed the CFA analysis. Lastly, the results of hypothesis testing are presented.

CHAPTER NO. 5

5. DISCUSSION

This chapter is comprised of detailed discussion on the previously presented results of the research. After discussing the results of all hypotheses individually, the chapter proceeds by highlighting the theoretical and practical contribution of research. It also presents the limitations and future research directions before concluding entire research.

5.1. Results Discussion

The relationship between age diversity and employee performance was the basis for the current analysis, which was guided by the “social identity theory and the self-categorization theory”. The relationship between employee performance and age diversity is also examined in this study, with the perceived climate of age discrimination serving as a mediator. The overall findings of this study showed that employee performance is negatively correlated with age diversity; as age diversity increases within a company, employee performance would be impacted and reduced. As a result, the hypothesis put out for this study is important and supports the argument because Kunze et al.'s (2013) study found it to be important. The relationship between age diversity and employee performance is also being mediated by perceived age discrimination.

The purpose of this study is to ascertain and track the connection between employee performance and age diversity. The premise of the current research is that employee performance may be positively impacted by age diversity or negatively impacted by a perceived climate of age discrimination. When seen with the mediating effect of perceived age discrimination atmosphere, the age trend affects the employees' performance (Bellotti et al., 2022). In an organization when there is a sense that older employees are regarded more or are not treated equally, which affects their performance. In this study, the impact of age diversity was seen on the task performance, the contextual performance, and the adaptive performance of employees. All of the hypotheses are supported by the association, which has been observed to be significant.

The first hypothesis of this research has been supported that presents that age diversity negatively influences employees' performance. The findings are in line with the recent studies (Kunze et al., 2013; Li, et al., 2021; Kim, et al., 2022). The negative effect of age diversity is examined on three different types of employees' performance. The results were significantly supporting the hypothesis that age diversity negatively affects the employees' performance on the whole. The current hypothesis argues that the higher level of age diversity in an organization will affect the employees' task performance negatively. When employees work in an age diverse workplace Matthias et al., (2016) it affects the task performance of employees. Employees' day to day tasks are influenced and are affected when employees are working in an age diverse organization. When employees work in an age diverse organization, it may lead to increased competition among them. This competition can arise due to perceptions of different age groups being in competition for limited resources, promotions, or recognition. Younger employees may perceive older employees as potential barriers to career advancement, while older employees may view younger employees as threats to job security or as potential competition for leadership positions. Different age groups bring varied perspectives, experiences, and skillsets to the table. Younger employees may be more familiar with modern technology and trends, while older employees might have extensive industry experience and historical knowledge. (Teixeira et al., 2019). Applying self-categorization theory to age diversity, employees of the same age group may tend to form smaller groups or cliques within the organization. In such cases, in-group favoritism may occur, where individuals are more supportive and cooperative with members of their own age group. This in-group favoritism can lead to a sense of cohesion and unity within these smaller groups, but it might also create divisions and conflicts between different age groups. The impact of self-categorization on task performance

can be influenced by the degree of intergroup dynamics within the organization. If employees perceive significant differences between age groups and engage in intergroup competition or conflict, it can negatively affect teamwork, collaboration, and overall task performance (Eric et al., 2020). It will affect employee's task performance and will overall affect organizational performance. To maximize the positive effects of age diversity on employees' day-to-day tasks and performance, organizations should promote a culture of inclusion and collaboration. This can be achieved through diversity training, mentorship programs, team-building exercises, and leadership support for intergenerational communication and understanding. When employees see age diversity as an asset rather than a source of tension, they are more likely to harness the benefits and work together more effectively. (Jundt et al., 2015; Shoss et al., 2012). Further, the relation between age diversity and employees' adaptive performance is observed to be negatively associated. This is the second part of the first hypothesis, which is also significantly supporting the argument that age diversity is negatively affecting employees' adaptive performance. With the increase in age diversity there is probability that organizations introduce new technologies and bring new trends Jundt et al., (2015) but it is observed that employees of older ages are reluctant in adapting to new trends and they perceive it as a threat to their jobs (Park, 2019; Rousseau, 2019; Aubé, 2020). Since adaptive performance involves being flexible, learning new skills, and adapting to evolving circumstances. Age diversity can impact adaptive performance as older employees might possess extensive experience and knowledge but could be resistant to change or slower to adapt to new technologies and approaches. On the other hand, younger employees may be more open to change and technological advancements but might lack the experience needed to handle complex challenges. These contrasting traits within age-diverse teams may hinder the overall adaptive performance (Qurrahtulain et al., 2020). Lastly, the third part of first hypothesis augmented that age diversity is also negatively affecting employees' contextual performance. Multiple studies have emphasized contextual performance as a crucial construct for various organizational contexts. For example, Bilal et al. (2015) found that the contextual performance of university lecturers is a predictor of their increased employee engagement. Through investigations by (Shaukat et al., 2017) they also discovered a correlation between employee engagement and contextual performance. The results from the previous studies shows that the contextual performance depends on how employees are involved in the task and the organizational activities other than their job responsibilities and Bhardwaj and Kalia (2021) it shows that due to increase

in age diversity, employees' contextual performance is decreasing and is negatively affected by age diversity. Age diversity can affect contextual performance because employees from different age groups might have varying levels of commitment to these discretionary behaviors. Generational and age differences can influence the extent to which individuals engage in such activities, leading to reduced overall contextual performance (E. L. Telyani et al., 2022). The results show that all three employee performance categories are affected by the increase in age diversity. There exists the negative relation between age diversity and task performance, age diversity and adaptive performance and age diversity and contextual performance.

The second hypothesis has been supported in presenting that a positive relation exists between the age diversity and perceived age discrimination climate. An organization where the workforce is more diverse that is more likely to create the perception of discrimination within the employees. Multiple studies (Gellner, et al., 2013; Gerpott, F. H. 2022) have proposed that increased age diversity at organizations may lead to higher discrimination level and arguing with familiarization to old age workers in an increased age workforce. Following the social identity theory and self-categorization theory lens when employees from different age groups with different beliefs and experiences work as a team or colleagues, they might perceive a certain age discriminatory climate. That perception of employees may cause different behavioral changes and it will also affect their performance. In this context, it is presumed that if the organizations have a level of age diversity, then it will have positive effects on employees' perception regarding age discrimination climate (Gellner, et al., 2013). Since, the new generation is bringing up new technologies and techniques. Torlak et al. (2021) research on universities of Pakistan has shown quite evident results that age diversity could be one of the factors that might create discriminatory climate and cause other workplace issues among the employees. The way older people perceive younger generations, the same goes for the other way. Younger generation may perceive that older people are given more leverage and favors. Such perception of employees may cause the age discriminatory climate. This culture's discriminatory intensity increases with the increasing trend of age diversity.

The third hypothesis of this research study examines the relationship between perceived age discrimination climate and employee performance. The hypothesis proposes that there is a negative association between the two variables. The findings of the research support this hypothesis and are consistent with previous studies cited in the paragraph (Marchiondo et al., 2019; Torlak et al.,

2021; Kim, et al., 2022) that perceived age discrimination climate affects the employees in certain ways, sometimes it affects the employees' performances, organizational performance or their job satisfaction level which results in higher turnover. Further in this hypothesis we observed the impact of perceived age discrimination climate on three categories of employee performance, including task performance, adaptive performance, and contextual performance. The sub-hypotheses of the third hypothesis also support the argument that employees tend to categorize themselves into groups based on similar interests, under the social identity theory. This categorization affects their work duties and day-to-day tasks, as highlighted by Marchiondo et al. (2019). Further other authors have also mentioned in the study by Kim et al. (2022), who suggests that employees' performance is negatively affected in a more age-diverse culture where age discrimination and other employee conflicts and negative perceptions exist. Even though the outcome variable of this examination is employee performance, the results can be compared since the pattern with which the results unfold is quite similar. In other words, the perception of discrimination among employees affects their performance, whether it is related to their job roles or the organization as a whole. Therefore, the findings of this research hypothesis emphasize the importance of addressing age discrimination in the workplace to improve employee performance and overall organizational outcomes.

The fourth and last hypothesis of this research presents support for the presence of mediation effects. The findings are consistent with understanding of social identity theory and self-categorization theory. Moreover, the results are also in line with past studies that have examined the effect of age diversity on other employee's behavioral variables and outcome other than performance i.e. workplace creativity and innovation (Eric F. Rietzsche., 2015), wellbeing (Jankowski et al., 2019), Leadership (Hammond et al., 2017) conflicts and organizational performance (Li, Y. et al., 2021) and team outcomes (Schneid et al., 2016) by involving different variables and mediation. The findings imply that the mediating effect of the perceived age discrimination climate will be greater when the age diversity will be higher and the employee performance will be lower. Considering the same pattern, the mediation effect of perceived age discrimination will be low when age diversity will be less and the employee's performance will be higher. For this hypothesis we examined the effect perceived age discrimination climate on each dimension of performance (H4a, H4b, H4c), the results of each sub hypothesis shows that regardless of what type of performance is being considered the effect of age diversity and

perceived as discrimination climate will affect the employee performance. Employees' task performance was considered to examine if age diversity is affecting only core job related tasks of employees and similarly, Adaptive performance and contextual performance is considered to study if age diversity is affecting not affecting other aspects of employee's performance too. Overall, results of this study are in line with the previous studies too, where increased in the age diversity the employees tend to get into groups and it develops the thought of discrimination which affects the employee either their performance, organizational performance or any other variable. As per self-categorization theory, the employee's perception of age discrimination climate in age diverse workplace will affect the employee performance negatively.

All the results of hypothesis support the argument proposed for this research objectives and research questions, that there exists the indirect relationship between age diversity and employee performance also, when it is observed with the mediation effect. The results also support the social identity theory in such a way that employees do perceive and categorize themselves into same age groups and that is the root cause of their perception regarding age discrimination.

5.2. Practical Implications

The two significant implications of this study are for academic management. As the age diversity of their workforce grows, it must first be aware of the likelihood of rising levels of perceived age discrimination climate in their workplaces. Second, and probably more importantly, our results imply a possible relationship between performance and the perception of an environment that tolerates age discrimination. In line with prior research (Kunze et al., 2013), we found compelling evidence that when employees perceive prejudice, performance can suffer. Therefore, it is morally and normatively incorrect to engage in age discrimination. However, if they are not adequately addressed, it could also have an impact on how well the company performs.

Age diversity can improve team performance, but only when the context for age discrimination is supportive, according to research published in the *Journal of Business and Psychology* in 2021 (Li et al., 2021). To improve the performance of workers of diverse ages, the authors advise organizations to take action to lessen age discrimination and foster a positive age discrimination climate.

Another study indicated that employees of different ages can experience favorable effects on their job satisfaction and organizational commitment in an environment that is permissive of age discrimination (Bassett, D. F. et al., 2020). To prevent age discrimination, the authors advise businesses to adopt diversity and inclusion initiatives, which should include manager and staff training.

Thirdly, the study has applications to organizations and supervisors. The results imply that managers should create plans to handle age diversity and combat age prejudice at work. To promote a more welcoming and inclusive work environment for employees of all ages, such measures can include training and awareness programs for managers and staff.

The study also has implications for policymakers. The study highlights the importance of addressing age discrimination in the workplace, and policymakers can develop policies and regulations to prevent age discrimination and promote age diversity in the workplace.

Finally, a study published in the *Human Resource Management Review* in 2022 found that age diversity can lead to increased creativity and innovation in the workplace, but only when there is a lack of age discrimination (Park, J. et al., 2022). The authors recommend that organizations take steps to reduce age discrimination and promote intergenerational collaboration in order to enhance the performance of employees of different ages.

Overall, the practical implications of this research highlight the importance of managing age diversity in the workplace in order to maximize the performance and satisfaction of employees of all ages. Organizations can use these findings to develop and implement policies and programs aimed at reducing age discrimination, promoting age diversity, and creating a supportive work environment for all employees.

5.3. Theoretical Implications

The theoretical implication firstly, highlights the importance of age diversity in the workplace and how it can positively impact employee performance if the age discrimination climate is managed effectively. It also points out that age diversity has received less attention in diversity management literature compared to other forms of diversity such as gender and race.

The findings of the study indicate that age diversity can positively influence employee outcomes. This can be explained by the social identity theory, which suggests that diversity in the workplace can lead to the exposure of employees to different perspectives and experiences, which can improve their problem-solving skills and creativity. Furthermore, age diversity can also result in the sharing of knowledge and skills between employees from different generations, resulting in a more collaborative and supportive work environment.

However, the study also highlights the importance of addressing age discrimination in the workplace. The study suggests that employees' perceptions of age discrimination climate can have a significant impact on their performance. This is consistent with the social categorization theory, which proposes that individuals tend to categorize others based on their perceived similarities and differences. If employees perceive discrimination or bias based on their age, it can negatively affect their motivation and engagement at work, leading to decreased performance.

In conclusion, the study highlights the importance of age diversity in the workplace and how it can positively impact employee performance if age discrimination climate is managed effectively. This finding is consistent with social identity theory, which suggests that diversity can lead to improved work culture, and social categorization theory, which suggests that individuals' perceptions of discrimination and bias can influence their behavior and attitudes towards others. The study underscores the need for organizations to develop strategies to address age discrimination in the workplace and create a more inclusive work environment.

5.4. Limitations and Future Research Directions

Despite the growing interest in the impact of age diversity on employee performance with the mediating influence of age discrimination climate, there are still several limitations in the current research that need to be addressed in future studies.

One limitation of the existing research is the reliance on cross-sectional data, which makes it difficult to establish causal relationships between the variables (Cannella Jr et al., 2008) . Future studies could use longitudinal data or experimental designs to establish causality and provide a clearer understanding of the relationships between age diversity, age discrimination climate, and employee performance.

Another limitation of the existing research is that it has largely focused on individual-level outcomes, such as considering performances outcomes as adaptive, contextual and task performance, rather than team-level outcomes (Li et al., 2021). Future studies could examine the impact of age diversity on team performance and the mediating role of age discrimination climate.

A third limitation of the existing research is that it has primarily been conducted on the universities of Islamabad, and it is unclear whether the findings would generalize to other regions. Future studies could examine the impact of age diversity and age discrimination climate in different cultural and regional contexts.

Finally, there is limited research on the specific mechanisms through which age discrimination climate influences employee performance. Future studies could examine these mechanisms in greater detail and explore the potential moderating effects of individual and organizational factors.

In conclusion limitations of the current research highlight the need for future studies to address the gaps in our understanding of the impact of age diversity on employee performance with the mediating influence of age discrimination climate. These future studies could provide a more comprehensive understanding of the relationships between these variables and help organizations to better manage a diverse workforce.

5.5. Conclusion

The significance of managing age diversity and combating age discrimination in the workplace is highlighted by this research study on the impact of age diversity on employee performance with the mediating effect of perceived age discrimination climate. By highlighting the detrimental effects of age diversity on employees' performance and the significance of managing the climate of age discrimination as a mediator between the relationship of dependent and independent variables, the study adds to the body of knowledge on diversity management.

The purpose of this study was to investigate the relationship between employee performance and age diversity, the impact of perceived age discrimination on employee performance, and, finally, the role of perceived age discrimination climate as a mediator of the negative relationship between

employee performance and age diversity. After a thorough research, statistical findings revealed that there is a negative correlation between employee performance and age diversity. The effects on employee performance are more likely to be felt by businesses with a higher level of age diversity.

This research study suggests that the age diversity should receive greater attention in diversity management literature, and that perceived age discrimination climate can significantly impact employee performance. The study also has practical implications for managers and organizations, highlighting the need to develop strategies to manage age diversity and address age discrimination in workplace. Finally, policymakers can develop policies and regulations to prevent age-discrimination and promote age diversity in workplace.

Further this study supports these theoretical and practical implications, providing evidence for the negative influence of age diversity on the employees' outcomes, the importance of addressing age discrimination climate, and the need for effective strategies to manage age-diversity. This study highlights the significance of age diversity in the workplace and the need for organizations to create inclusive and supportive work environments for employees of all ages.

CHAPTER NO. 6

6. REFERENCES

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Appendix

Appendix 1

Scale Items Used in the Study

Age Diversity (response scale ranged from 1 i.e. strongly agree to 5 i.e. strongly disagree).

1. My organization gives equal opportunities for diversity training to different age groups
2. Older staff mitigate friction in teams
3. The risk taken by younger employees contributes to team success d) Different age groups are included in team leadership
4. There is bonding among staff of different age groups
5. Age differences causes conflicts in teams
6. Mentoring by older staff benefits younger staff
7. I am positive about age diversity in my work place

Perceived age discrimination climate (response scale ranged from 1 i.e. strongly agree to 5 i.e. strongly disagree).

1. Age-discriminatory behavior regarding job assignments exists in our university
2. Age-discriminatory behavior regarding opportunities for individual promotion exists in our university
3. Age-discriminatory behavior regarding performance evaluation exists in our university
4. Age-discriminatory behavior regarding opportunities for personal and professional development of employees exists in our university

Task Performance

1. I meet all the formal performance requirements of the task
2. I fulfil all responsibilities required by your task
3. I never neglect aspects of the task that you are obligated to perform

Adaptive Performance

1. I find innovative ways to deal with unexpected events
2. I use creative ideas to manage incoming events
3. I devise alternative plans in very short time, as a way to cope with new task demands.
4. I adjust and deal with unpredictable situations by shifting focus and taking reasonable action.
5. Periodically, I update technical and interpersonal competences as a way to better perform the tasks in which we are enrolled.
6. I search and develop new competences to deal with difficult situations.
7. I remain calm and behave positively under highly stressful events.
8. I maintain focus when dealing with multiple situations and responsibilities.

Contextual Performance

1. Tries to avoid creating problems for coworkers.
2. Helps other who have heavy workloads.
3. Believes in giving honest day's work for an honest day's pay.