

Exploring Organisational Citizenship Behaviour through the Lens of Age

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Abstract

This research elucidates how an age-diverse work environment influences the attitudes and actions of workers. Two specific relationships are investigated in this study: (a) the impact of employees' focus on future occupational opportunities on the relationship between age diversity climate and affective commitment; and (b) the mediating role of affective commitment in the relationship between age diversity climate and organizational citizenship behavior. We used regression analysis to look at the connection between the workers' perceptions of the age diversity atmosphere at their workplace and their levels of organizational citizenship behavior and discovered that emotional commitment completely mediates this connection. Affective commitment was shown to be favorably connected with an employee's emphasis on opportunities, whereas chronological age was found to be adversely correlated. Our hypothesis had been that a positive work environment for older workers would lead to more emotional investment on the part of younger workers. The findings show that efforts to create and sustain an inclusive age diversity atmosphere should be seen as crucial, with implications for both theory and practice.

Keywords: atmosphere for older workers, emotional investment, attention on opportunity, organizational civic behavior, and seniority

Introduction

workplace climate, seniority, civic engagement, emotional involvement, and attention to opportunity. Moreover, recent research has started to explore the outcomes of perceived and actual age discrimination on employees' attitudes and organisational performance. Focusing on the organisational level of analysis, Kunze, Boehm, and Bruch (2011) found a negative relationship between an organisation's perceived age discrimination climate and organisational performance, mediated by employees' collective affective commitment. Focusing on the individual level of analysis, Rabl and Triana (2013) explored the link between perceived age discrimination and affective commitment. They found a negative relationship that was stronger for older employees than for younger employees.

Following this lead, the present paper aims to contribute to this stream of research in two ways. First, it examines the effects of age diversity climate beyond employees' positive attitudes by focusing on organisational citizenship behaviour (OCB). According to Mamman, Kamoche, and Bakuwa

(2012), "OCB is more vulnerable to the consequences of injustice or perception of injustice than are behaviours that are in role and explicitly defined in the contract of employment" (p. 287). Therefore, we assume that employees' perceptions of a positive age diversity climate have an impact on their affective commitment, which in turn affects their discretionary behaviours.

Second, the research so far has focused on chronological age as a possible moderating factor in the relationship between perceptions of age climate/age discrimination and affective commitment (Rabl & Triana, 2013), but this fails to capture the subjective dimension of the ageing process. Some authors suggested that we should start considering individuals' biological, psychological and social evolution as it relates to age instead of seeing chronological age as a factor in itself (Kooij, de Lange, Jansen, et al., 2013; Griffiths, 1997). As a matter of fact, people frequently perceive themselves as being an age other than their birth age, and this self-perceived age seems to influence their attitudes and behaviours.

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Recent research has demonstrated that individuals' perceptions of their remaining professional opportunities constitute an important subjective dimension related to the ageing process. Having proposed „focus on opportunities“ as a construct, Zacher, Heusner, Schmitz, et al. (2010) showed that it mediates the relationship between chronological age and work performance. Building on these initial findings, this paper introduces and tests this very construct as a moderator in the relationship between perceived age diversity climate and affective commitment.

The paper is structured as follows: First, we outline the theoretical background and develop our hypotheses. Second, we describe the methodological design of our study. Third, we present and discuss the results. Finally, we highlight the study's implications for theory, managerial practice and future research.

1. Theoretical Framework and Hypothesis Development

As the working-age population in many developed nations ages, we must consider how this trend affects the workplace. According to projections, the proportion of elderly employees to younger ones will grow dramatically in the Western world in the next decades (European Commission, 2005). Aging demographics in the West mean that there will be more people in the workforce who are over the age of 50 than ever before (OECD, 2006). Therefore, businesses should modify their procedures to accommodate the needs and skills of their aging workforce. Organizations need to provide the message that they value their workers of all ages equally as a strategic and critical resource (Mor Barak, Cherin, & Berkman, 1998). To achieve this goal, an inclusive corporate culture must be fostered.

An abundance of studies on organizational climate have looked at how workers react to their workplaces depending on how they perceive it (James & James, 1989). Employees' moods and actions may change for the better if they have a favorable impression of their workplace (Carr, Schmidt, Ford, et al., 2003; Parker, Baltes, Young, et al., 2003).

The idea of climate has been viewed from both broad and narrow perspectives. According to Carr et al. (2003), "general climate" describes how workers feel about their workplace in general, including how they are treated and rewarded by the company and its representatives and how friendly and helpful their coworkers are. Climates for innovation (Abbey & Dickson, 1983), service (Schneider, Salvaggio, & Subirats, 2002), safety (Zohar, 2000), and variety (McKay, Avery, & Morris, 2009) are all examples of facet-specific climates. The term "diversity climate" was used by McKay and coworkers (2009) to describe how employees feel about the company's commitment to promoting an inclusive workplace.

Organizational results (McKay, Avery, Tonidandel et al., 2007) and employee attitudes (Buttner, Lowe, & Billings-Harris, 2012; Gonzalez & DeNisi, 2009) have been examined in relation to diverse climate. They demonstrate that when members of a group are not discriminated against and excluded on the basis of their membership in a

(Roberson & Block, 2001) found that members of traditionally under-represented groups were more engaged and willing to have a positive impact on the organization's success. However, few studies have looked at particular kinds of diversity climate views, with the bulk of attention being paid to racial and gender bias. Age diversity climate is projected to become a more relevant aspect in workers' evaluation of their work environment as demographic trends indicate to greater age diversity in the workplace. Therefore, researchers and organizations require more information about how age diversity climate perceptions influence employees' attitudes toward the organization, beginning with an age-related measure of climate rather than a general measure of diversity climate (Boehm, Kunze, & Bruch, 2014; Schneider, Ehrhart, & Macey, 2011). "organisational members' shared perceptions of the fair and nondiscriminatory treatment of employees of all age groups with regard to all relevant organisational practices, policies, procedures, and rewards" (p. 5), as stated by Boehm, Kunze, and Bruch (2014), constitutes an organization's age diversity environment. Workers who experience a positive age diversity atmosphere do not believe they are being treated unfairly because of their age, and they believe their organization promotes age-neutral behaviors toward workers of all ages.

Few studies have looked at how an environment of age diversity affects both employees and businesses. Researchers Kunze, Boehm, and Bruch (2011) showed that an environment that discriminates against older workers led to lower levels of employees' emotional investment in the organization as a whole. Job and life dissatisfaction, employee participation, and a sense of authority and prestige in the workplace have all been linked to age discrimination perceptions (Hassell & Perrewé, 1995; Orpen, 1995; Redman & Snape, 2006). Redman and Snape demonstrated that discrimination against older employees reduces their emotional commitment to the organization and increases their

sense of being 'locked in' to their positions, maybe because of a perception of disadvantage in the labor market (2003: 86). Recent research by Boehm, Kunze, and Bruch (2014) discovered that when it comes to the connection between age-inclusive HR policies and company performance, climate for age diversity plays a crucial mediating role.

Based on this foundation, we want to learn how an environment welcoming of different ages influences the attitudes and actions of workers. There are two ways in which this work expands upon earlier studies. In contrast to Kunze and colleagues (2011), we assess this kind of diversity climate at the person level, and we begin by providing empirical support of the age diversity climate. Second, by analyzing the mediating role of affective commitment in the relationship between OCB and perceptions of age diversity climate, we provide insight into the mechanisms through which this climate influences positive attitudes and behaviors.

1.1 Differences in Age Culture and Employee Citizenship Behavior in Organizations

Katz's (1964) research sparked an interest in workers' actions beyond those required by their job description. The author proposes the following three stages of employee behavior: First, people need to be motivated to join and stay with an organization; second, they need to carry out the tasks associated with their designated roles; and third, they need to take the initiative to do things that go above and beyond what is expected of them. The concept of "organizational citizenship behavior" (OCB) has received a lot of attention as one kind of extra-role behavior. examined in recent years for what it may reveal about group and individual performance in the workplace (Organ, 1989). Organizational productivity may be impacted by extra-role behaviors because they shape the organizational cultures and circumstances in which core task performance occurs (Borman & Motowidlo, 1997). This is despite the fact that extra-role behaviors cannot be considered core task activities per se (Organ, 1989).

According to the work of Konovsky and Pugh (1994), "citizenship behavior" is described as actions that go beyond what is expected of an individual but are not formally acknowledged. An example of this is when employees go above and above the call of duty to help the company succeed, yet their efforts cannot be easily measured or quantified. According to the existing literature, OCB is a complex concept with several facets. Altruism, civility, conscientiousness, sportsmanship, and civic virtue are the five pillars of the most widely accepted taxonomy presented by Organ (1989).

While the majority of research has concentrated on the five-factor framework proposed by Organ (1989), others have looked at certain aspects of OCB in isolation (LePine & Van Dyne, 1998; 2001). Altruistic behavior toward coworkers (such as aiding those who have been absent or have high workloads, taking on non-necessary jobs, and orienting new individuals when it is not needed) is the topic of the current research, which continues this line of inquiry. We concentrate on kindness because businesses are abandoning traditional hierarchical structures and employee specialization in favor of flatter, more collaborative, and more creative team-based models. The success of this new paradigm depends on five factors, the most important of which is altruism.

A lot of study time has been spent trying to figure out what drives OCB. One body of research characterizes this kind of out-of-character conduct as an example of employee reciprocity. That is, OCB occurs when workers take action in response to receiving favorable treatment from peers, superiors, or the company as a whole (Organ, 1990). Social exchange theory (Blau, 1964; Gouldner, 1960) provides an explanation for the correlation between workers' favorable attitudes about the company and their work experiences. Employees are more likely to go out of their way to help the company when they feel appreciated and valued themselves (i.e., when they have meaningful job, are managed by people who care about them, and are treated fairly by their employers).

Workers' perceptions of the organization's fairness, trustworthiness, care, and focus on the long-term are positively influenced by a culture that has a high degree of age diversity. According to the research of Wayne, Shore, and Liden (1997), a positive work environment is one that encourages workers to have positive social exchange relationships with the company. Employees who have a positive impression of their workplace are more likely to demonstrate organizational citizenship behaviors and a dedication to the company as a whole (Shore et al., 2011). On the other hand, workers' assessment of a lackluster age diversity atmosphere may be seen as a breach of the norm of reciprocity (Gouldner, 1960), which is necessary for them to have favorable feelings about the company.

Our working hypothesis, supported by both theory and data, is that:

The first hypothesis is that OCB 1.1 is positively correlated with an environment rich in older people. Climate for Older Workers and Affective Commitment as a Mediator of OCB

Mowday et al. (1979) define organizational commitment as "a multidimensional variable that expresses the extent to which employees identify with and are attached to and willing to expend effort on behalf of their organization." According to Meyer and Allen (1991), there are three distinct psychological states reflected in the idea of commitment. Affective commitment occurs when workers have a strong emotional connection to their employer, such that they remain in their positions out of a genuine desire to do so. Employees' understanding of the expenses involved with leaving the organization is reflected in their "continuance commitment," or their intention to stay because of financial need. Last but not least, normative commitment is linked to a sense of duty, whereby workers believe they should continue working for the company. We concentrate on the first of these three classic elements, in line with the majority of previous studies. According to Meyer and Allen (1997), researchers have focused on emotional commitment rather than other types of commitment because it is more strongly correlated with positive behavioral outcomes, such as employee retention and in-role and extra-role effort (Shore et al., 1995).

Perceived age diversity environment has been linked to emotional investment from the standpoint of many theoretical frameworks. Perceived favorable treatment and happy experiences at work are hypothesized to provide a social exchange and organisational support theory framework (Meyer & Allen, 1997; Rhoades & Eisenberger, 2002). generalized sense of indebtedness to the organisation, which fosters employees' affective reactions at work. As said before, the perception of a low age diversity climate may be viewed as a violation of the norm of reciprocity (Gouldner, 1960) might dampen workers' enthusiasm for the company as a result.

Conservation of resources (COR) theory (Hobfoll, 1989; 2001) provides further evidence for the favorable association between age diversity climate and emotional commitment. When seen through this lens, discrimination against older workers may make them feel like they've lost key resources like "recognition for their accomplishment and value" and "feeling valuable for others." The emotional distress they feel as a consequence of this loss lead them to withdraw their affection (Rabl & Triana, 2013).

The connection between an age-diverse environment and a sense of emotional investment is supported by data as well. Employees who believe they are being treated differently because of their age have less emotional investment in their company, according to research by Snape and Redman (2003). Hassel and Perrewé (1993) came to a similar conclusion, observing that when workers felt they were being discriminated against because of their age, their sense of self-worth and happiness plummeted. According to Kunze et al. (2011), a company's performance might suffer if its employees feel they are being discriminated against because of their age.

Given these factors, we hypothesize that a positive perception of an age-diverse workplace would increase workers' emotional investment in the company. When workers feel that the company welcomes people of all ages, we believe that they will be more emotionally invested in the company's success.

A high level of age diversity is associated with increased emotional investment.

1.1 This research proposes an analytical approach that sees emotional commitment as a middleman between an age diverse environment and organizational citizenship behavior (OCB). Scholars are in agreement that OCB is more likely to occur among workers who have high levels of emotional commitment. Both self-reports and third-party evaluations of behavior corroborate this relationship (Meyer & Allen, 1997). Organisational commitment is a powerful mediator of organizational citizenship behavior (OCB) because "as a cognitive construct, it allows the employees to think and process their experience before reacting" (p. 294), as stated by Mamman et al. (2012). In instance, Pare and Trembley (2007) discovered a robust and favorable connection between the caring aspect of OCB and emotional commitment. Meanwhile, McKay et al. (2007) discovered that organizational commitment mediates the connection between diversity atmosphere and attrition intentions.

We argue that a positive relationship exists between an age diverse atmosphere and OCB, and that this relationship is mediated by a sense of emotional investment. Formally:

Third Hypothesis: OCB is associated with affective commitment.

Affective commitment mediates the beneficial association between the age diversity climate and OCB (hypothesis

The Moderating Role of Looking Forward to Benefits

Most research on age in the workplace have presented a chronological conception of age, overlooking other age-related characteristics that may better explain how psychological ageing leads to positive attitudes and organizational behavior.

Chronological aging is only one part of the broader aging process, as stated by Kooji et al. (2013). Cleveland and Shore (1992) and Settersten and Mayer (1997) found that even among coworkers of the same age, there was significant variation in factors such as employment duration, health, family status, and the significance they ascribed to aging. As a result, several researchers have offered other ways of thinking about aging beyond the standard biological age, including subjective age, health condition, relative age, and the viewpoint of the future. A person's "subjective age" is based on their own perceptions of their own physical and mental aging, as well as their identification with and yearning for a certain age group (Kaliterna et al., 2002). Individuals' perspectives and actions may be affected by the fact that most people estimate their own age to be different from their actual age (Van Auken & Barry, 2009). While 'general health status' may be especially important for older employees due to its ability to capture age-related declines in physical and cognitive capacities (Kooji et al., 2013), 'physical health status' is more often used. According to this view, employees' attitudes about their workplaces may suffer if they are forced to interact with others who are much younger or older than themselves.

The last major framework, "future time perspective" (FTP), characterizes how people feel about and think about the time that is yet ahead of them in the future (Cate & John, 2007). Considering that individuals are living longer and retiring later than they formerly did, this idea is more pertinent than ever. For instance, Kooij et al. (2013) discovered that the connection between age and work-related motives is moderated by one's subjective health and outlook on the future.

Zacher and coworkers (2010) took a different tack by repurposing the concept of focus on opportunities as a cognitive-motivational facet of occupational FTP; in doing so, they aimed to capture how many new objectives, choices, and opportunities people anticipate for their own work-related futures. The authors showed that, although being negatively correlated with chronological age, a focus on opportunity modulates the connection between age and performance in the workplace.

We add two things to this line of inquiry. Our primary goal is to offer empirical evidence for the beneficial impact that workers' attention on opportunity has on the growth of their attitudes and behaviors in the workplace. Specifically, we add the importance of opportunity to the positive relationship between age diversity environment and emotional commitment as a moderating variable. Aspinwall (2005), Oettingen and Mayer (2002), and Peterson (2000) all agree that holding optimistic views of one's future is beneficial to one's mental health, ability to solve problems creatively, aspirational standard setting, and the persistence required to achieve one's goals. Accordingly, putting one's attention on upcoming chances is an example of the optimistic thinking that may be beneficial to one's motivation and performance (Cate & John, 2007). Using these ideas as a jumping off point, we anticipate that people who place a greater emphasis on possibilities would benefit more from the favorable correlation between age diversity climate and emotional commitment. It has been suggested that "the meaning given to a particular self-relevant event depends on the context of possibility that surrounds it" (p. 926), as stated by Markus and Nurius (1986). In other words, people evaluate their present behaviors and circumstances in light of the potential outcomes. Workers who see a bright future for themselves and their families would likely value a work environment that is accepting of all employees regardless of age.

them with better conditions to fulfil their goals. These factors should in turn lead to a higher level of affective commitment.

Hypothesis 5 - Focus on opportunities moderates the positive relationship between age diversity climate and affective commitment in such way that this relationship is stronger when focus on opportunities is high.

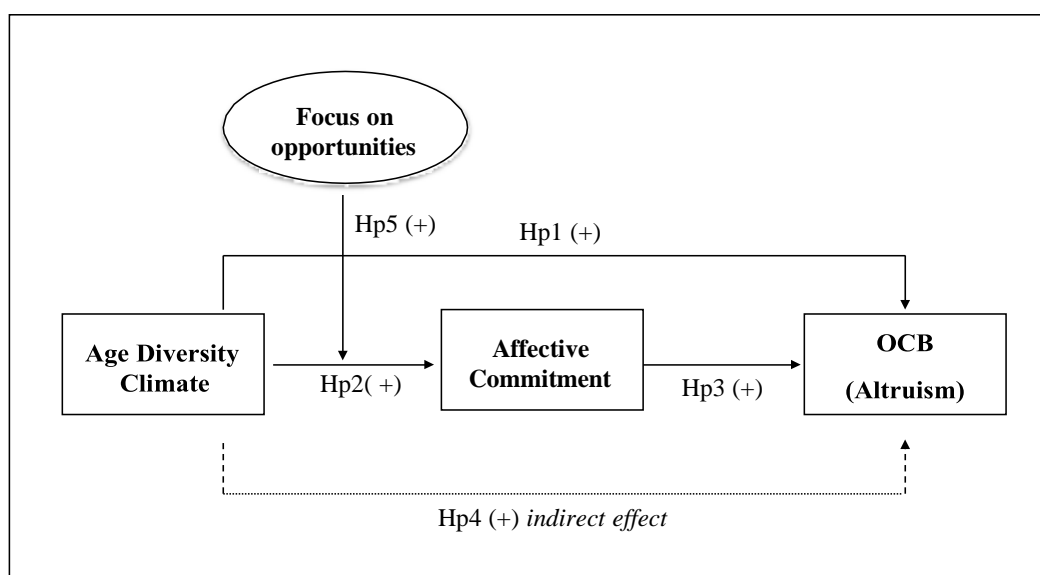


Figure 1. Theoretical model for the relationship between age diversity climate and organisational citizenship behaviour (OCB)

2. Method

2.1 We gathered information from the Italy office of a major pharmaceutical firm. We sent out an online survey to 430 workers from various departments and positions within the company. The online poll saw 364 workers reply, for a response rate of 85%. We were able to analyze data from 326 respondents after excluding those with missing values. The average age was 47 years (SD = 8.29), and the sample was split evenly between men and women (52% to 48%). *Measures*

To measure the constructs in the proposed model, we assessed all scale items on a five-point Likert scale ranging from 1 (almost always not true) to 5 (almost always true).

Table 1. Descriptive statistics, correlations, and scale reliabilities for variables

	Alpha	Mean	SD	1	2	3	4	5	6
1 Age		46.64	8.29						
2 Gender				-.379**					
3 Role				.166**	-.222**				
4 Age diversity climate	.839	3.51	0.67	-.098	-.061	.053			
5 Focus on opportunities	.810	3.01	0.97	-.243**	-.015	.131*	.542**		
6 Affective commitment	.722	3.83	0.60	.152**	-.066	.077	.547**	.357**	
7 OCB (Altruism)	.712	4.06	0.46	-.058	.025	.005	.161**	.164**	.249**

Notes: * $p < .05$, ** $p < .01$.

Table 1 highlights the scales' reliabilities, means, standard deviations and intercorrelations for each variable.

We used five questions from the emotional Commitment Scale created by Allen and Meyer (1996) to assess levels of emotional commitment. For example, "I feel like "part of the family" at my organization" and "I really feel as if these organization's problems are my own" were both included in the sample items.

We used four questions from the OCB scale developed by Podsakoff et al. (1990) to measure the altruism component of OCB. Items like "I willingly help others who have work-related problems" and "I help others who have heavy workloads" were included as examples.

Three self-report questions adapted from Zacher et al.'s (2010) scale measured participants' ability to keep their attention on positive outcomes. These two statements were included in the sample set: "My occupational future is filled with possibilities" and "There are only limited possibilities in my occupational future" (reverse coded).

The psychological (rather than the general) impressions of the age diversity atmosphere were the primary focus of our research. The psychological age-diversity atmosphere is the degree to which employees feel that the organization's procedures and policies are equitable for workers of all ages and promote the social inclusion of all employees. To do this, we utilized a modified version of the five-item general diversity climate scale developed by McKay et al. (2009). Items such as "The organization respects the views of people of my age" and "I trust the organization to treat fairly people of my age" were provided as examples of possible responses.

We also used chronological age, gender (where 1 is male and 2 is female), and employment status as additional independent factors. On a scale from "employee" (28%) through "middle manager" (62%) to "manager" (10%), workers' levels of management were determined.

Using Amos 19.0 (Arbuckle, 2006), factor analyses (CFAs) were performed to determine the underlying structure of the study's measures. There were a total of seventeen questions used to assess the four latent categories in the assessment model: age-diversity climate; emphasis on opportunities; emotional commitment; organizational citizenship behavior. The factor loadings of all items were above .40, a common cutoff in factor analysis (Hulland, 1999), indicating that all items loaded heavily on their latent component. With an RMSEA of .063, a CFI of .87, and

an IFI of .90, our data matched the model rather well. To ensure our measurements were discriminable, we compared the measurement model to three simpler alternatives. No other models provided a better match to the data than the one that was hypothesized. We first examined a three-factor model in which age-diversity climate and emphasis on opportunity items loaded on the same common factor in order to examine their uniqueness. It is able to differentiate between these constructs since this alternative model had a poorer fit (RMSEA = .071, CFI = .80, TLI = .81). The second thing we did was check how well the data matched a three-factor model where items measuring both affective commitment and OCB loaded into the same component (RMSEA = .071, CFI = .81, TLI = .80). Last but not least, we looked at a model where every item loads onto a single component (one-factor model; RMSEA = .12, CFI = .63, TLI = .61). The fit indices of the various models demonstrate that the four-factor model provides the best match to the data.

3. Analysis and Results

We used hierarchical multiple regressions to test hypotheses 1, 2, 3, and 4, and hierarchical moderated regression to test hypothesis 5. In all analyses, we entered age, gender and two dummy variables that represented employees' organisational role. We standardized all continuous variables to test the interaction effect, as well as reduce the likelihood of multicollinearity influencing our results (Van Aiken & West, 1991). Next, we tested for mediation following the three-stage analysis procedure recommended by Baron and Kenny (1986).

Table 2. Results of mediation analysis

Variables	Affective commitment	OCB (Altruism)		
		Step 1	Step 2	Step 3
<i>Gender</i>	.061	.019	.020	.020
<i>Age</i>	.242**	-.032	-.098	-.087
<i>Employee</i>	-.030	-.002	.006	.007
<i>Middle manager</i>	-.008	-.024	.026	.029
<i>Age diversity climate</i>	.580**	.165**		.030
<i>Affective commitment</i>			.277**	.257**
<i>F-statistic</i>	32.90**	1.933	5.207**	4.221**
<i>R² (Adj. R²)</i>	.344	.015	.064	.060

Notes: * $p < .05$, ** $p < .01$.

Table 2 shows that the direct relationship between the age diversity climate and altruism was, as expected, positive and significant ($\beta = .165$, $p < .01$), confirming hypothesis 1. The results of the regressions show that age diversity climate was positively related to affective commitment ($\beta = .580$, $p < .01$), confirming hypothesis 2, and that affective commitment had a positive effect on altruism ($\beta = .277$, $p < .01$), confirming hypothesis 3. Finally, when we entered both age diversity climate and affective commitment into the model simultaneously, significance levels decreased. Thus, it appears that affective commitment fully mediates the relationship between age diversity climate and altruism, as predicted by hypothesis 4.

Table 3. Results of moderation analysis

Variables	Step 1	Step 2	Step 3
<i>Gender</i>	-.001	.068	.064
<i>Age</i>	.147*	.276**	.276**
<i>Employee</i>	-.063	.011	.007
<i>Middle manager</i>	.002	.024	.021
<i>Age diversity climate</i>		.497**	.496**
<i>Focus on opportunities</i>		.157**	.147**
<i>Age diversity climate x Focus on Opportunities</i>			.047
<i>F-statistic</i>	2.220	29.212**	25.192**
<i>R² (Adj. R²)</i>	.016	.358	.358

Notes: * $p < .05$, ** $p < .01$.

Table 3 displays the results of the moderation analysis. As can be seen, focus on opportunities did not interact with age diversity climate to predict affective commitment. Therefore, hypothesis 5 was not supported.

4. Theoretical Contributions and Managerial Implications

Positive employee attitudes and behaviors have been the subject of a great deal of study, but our understanding of the link between age diversity and these factors remains limited. As has been suggested and shown in other research (Kunze, Boehm & Bruch, 2011; Rabl & Triana, 2013), workers' emotional commitment is adversely impacted by their perception of age discrimination in the workplace. Our research not only confirms but also builds upon these first results. We first show that the attitudes and actions of workers are impacted by the prevalence of older workers in the workplace. Consistent with our prediction, we found that the amount to which workers voluntarily assist one another in managing or preventing work-related difficulties was correlated with their views of an age-inclusive culture. Second, by identifying emotional commitment as a mediator for this relationship, we were able to provide light on the processes that govern the connection between age diversity climate and altruism.

Although the interaction between age diversity environment and emotional commitment was favorable, we did not find evidence to support the hypothesis that a focus on opportunities would moderate this association. Descriptive analyses, however, revealed a positive and significant relationship between opportunity focus and emotional commitment and age diversity climate, and a negative and significant relationship between age and opportunity focus. These findings corroborate other studies' findings that opportunity focus decreases with age (Cate & John, 2007; Zacher & Frese, 2009), while also providing empirical evidence that opportunity focus is positively connected with critical views about one's job. Our findings, along with those of previous studies (Kooij et al., 2013), suggest that further research is needed into the topic of age diversity in the workplace, especially in regards to age-related dimensions like a focus on opportunities that may have a more direct impact on employees' attitudes and behavior than their actual chronological age.

This research adds to the growing body of studies on the topic of workplace diversity. It's clear that ageism may have real-world consequences due to the good effect of an age-diverse workplace on workers' attitudes and actions. Therefore, the diversity literature should give more attention to research on age discrimination, despite the fact that it is far less established than research on race and gender.

Our results have important management implications because they show how vital a favorable age atmosphere is for maintaining workers' loyalty and generosity. Therefore, businesses should make more of an effort to make their workplaces welcoming and safe for people of all ages.

Conclusion

There are unavoidable constraints that must be recognized in this study. For starters, the cross-sectional design of the research makes it difficult to draw firm conclusions about causation. Longitudinal or experimental research methods might help future studies address this limitation. Second, our research relies heavily on self-report measures, which might be susceptible to the inherent flaws of this kind of survey. Two things give us confidence, nonetheless, that typical technique variance will not significantly affect the reliability of our results. To begin, we separated our survey participants in time and mind by randomly placing the items on the scales assessing the essential components (Podsakoff et al., 2012). Second, main effects are more likely to be affected by concerns over common method variation than interaction effects. Because our data originated from a single organization, we cannot say how representative our results are. The sample was broad in terms of age, gender, and occupation, but further study might benefit from using the same model in diverse settings.

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