



AGE DIVERSITY AND ORGANIZATIONAL PERFORMANCE OF DEPOSIT MONEY BANKS IN PORT HARCOURT

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ABSTRACT

This study examines the relationship between age diversity and organizational performance of deposit money banks in Port Harcourt. The population consist of 87 managers, supervisors, sectional heads, heads of units, and heads of department of deposit money banks in Rivers State. Krejcie and Morgan table, which amounted to 87 from a population size of 112 management staff of deposit money banks in Port Harcourt, Rivers State. Out of the 87 copies of the research questionnaire administered, 81 copies were retrieved, while only 79 were used for analysis – as 2 copies were invalid. The Kendall Rank Order Correlation Coefficient was used with the aid of SPSS. It was concluded that, placing an emphasis on the prospective hazards and possibilities for age diversity makes it feasible for companies to implement change at all organizational levels in order to increase the efficiency of their operations, which should serve as a competitive advantage in the future. Based on the findings: it was recommended that: Management should adopt age diversity as it offers a variety of skillset that can help trigger new productive behaviours that guides the focus of the organization. Management should institutionalize age diversity as it offers a platform for mutual mentorship that could potentially boost employee productivity while increasing employee retention.

KEYWORDS: Age Diversity, Organizational performance, Goal Attainment, Job Satisfaction.

INTRODUCTION

Achieving and maintaining a desired feat is one factor organizations yearn for, even on daily basis. This desire seems to be predicated on the need for such firms to perform optimally. Organizational performance (OP) is considered achievable when specific areas of the firm's operational outcome such as financial, product, and shareholder return are accomplished. On a broader note, Richard (2009) explained that firms' financial performance encompasses return on assets (ROA), profits, and return on invested capital (ROIC), while the firms' product market performance covers sales, market share, and high subscription rate or increased patronage, whereas, shareholder return comprises of total shareholder return, economic value added (Elmuti, 2003), and so on.

In this sense, high organizational performance is an essential market indicator that seems to beacon on investors and shareholders to plug in their cash and

reap from the economic gains of the business. This means that, organizational performance tends to paint a true picture of the state in which the business is; whether it is worth investing or not (Lebans & Euske, 2006). In the light of this, shareholders and investors are willing to invest their cash in a firm with positive or high product market performance, increased ROIC, high profits margin, pleasant ROA, and high shareholder return (Richard, 2009). In any case, poor market performance is an indication of the challenges in the firm in terms of poor business development, which may be a huge scare for investors. As a result, investors tend to avoid plugging their cash into such a business, because to the average investor; lack of an increase in financial indicators is a sign of poor performance, which ought to be addressed as quickly as possible.

In the light of organizational performance, highly performing organizations are the major drivers of the industry where they operate, owing to the fact that they seem to set the pace of the trends, events, and



happenings in that sector. At some point, it appears they leave their competitors in their dust (Richard, 2008), at other times; they seem to even own the competition in their industry, because, they are the big players, maybe because they have established several branches and units of their businesses across board (Velcu, 2007). This is the point where highly performing organizations establish the distinguishing factors of a great business and an average business (King, 2007). One of the several ways of achieving this feat is the adoption and application of diversity programme. Delen et al. (2013) have pointed out that the measurement of the performance of the firm has been traditionally tied to only financial indicators by decision-makers, investors, shareholders, and creditors. This could be linked to the fact that some of these stakeholders mistake an aspect of organizational performance, being financial performance for the overall performance of the firm. Hence this study is designed to fill this gap by examining organizational performance on the basis of goal attainment and job satisfaction using recruitment and selection to get the best mix of experienced workforce, while diversifying age in the firm.

Age diversity strategy when implemented can significantly improve organizational performance. Hence, a mixed-age work team can take better informed decisions that can improve organizational health. (1). It has the potential of reducing employee turnover which is costly and damaging to employee morale. (2). It drives innovation as a result of a collective divergent and collaborative point of view. (3). It offers a variety of skillsets as in collaborating the skills of both young employees and older workers. (4). It improves traditional business skills that helps one reach different types of customers more effectively. (5). It offers a platform for mentorship, as older employees can use their years of experience to build younger employees, while younger employees can teach the older ones technology or industry related skills. The shift in demographics is a significant workplace trend. On the other hand, employee age varies (by a mean increase), as well as employee age difference between colleagues (a variance increase). It is influenced by many forces. It is important to note that the workforce distribution will further diversify as a consequence of the demographic change. Historically, Western European businesses have often employed a majority of youthful workers. Half of all German enterprises had no workers aged 50 or above in 2001 (Tempestet al. 2002). Over a third of SMEs had not hired senior workers as of 2006 (Tempestet al. 2002). Older workers, on the other hand, have

often received an early retirement incentive, in contrast to new hires. This results in the workers' age distribution deviating from a normal distribution. Instead, the distribution of workers' ages has shifted to the right, with a consequently lower mean age. Because of the relatively low birth rates in the next few decades, there will be a significant shortage of young workers. Because of this, corporations will be pushed to recruit or keep older workers in their employment, resulting in increased diversity (Tempestet al. 2002).

Attaining high performance for service organizations does not come easily, as these organizations are confronted with challenges that are bedeviling to their existence. Some of these challenges may include; lack of strategic focus, lack of timely and meaningful feedback, lack of leadership support, lack of stakeholder review, lack of training and communication, lack of simplicity in administrative processes. Other factors affecting the attainment of performance especially in the banking sector are as follows; (1), highly aggressive sales targets and customer service benchmarks, (2), lack of continuous coaching and employee mentoring, (3), lack of ability of employees to frequently track goal and performance reviews, (4), lack of adequate workforce planning, (5), poor preparation for millennial workforce and their digital expectations, (6), poor rational compensation and benefits, (7), lack of employee data security and privacy, (8), lack of employee motivation, (9), lack of physical presence of banks in rural communities, (10), non-performing assets, (11), serious competition from non-banking financial institutions, (12), competition with foreign banks, (13), political pressures, etc.

Again, some organization don't seem enjoy dealing with issues concerning diversifying. This may explain some of the reasons why their management sometimes feels uneasy and even intimidated when it relates to diversifying specific functions. Diversifying specific functions in the organization is key because the need to be transparent with their employees about the process and provide reassurance that this is the beneficial to the organization on a larger scale. Nevertheless, proper diversifying in the human research process does not come that easy, this is because it brings about disconnection with and within employees, it reduces flexibility, brings about problems that take longer time to solve, it leaves employees as well as organizations with fewer choices, it brings about more security challenges in the organization. In the light of this, there has been an outcry of the way diversifying is performed in most instances, this is because, Harland *et al.* (2005) noted that the most significant risk in diversifying includes decision on



which activities should remain within the organization and which should be diversified, whether all or part of the activity should be diversified, and how to manage relationships rather than internal functions and processes.

THEORETICAL FRAMEWORK

In examining relevant literature, the outcome proves that several theories explain and enhance age diversity and organizational performance. This research is however based on agency theory and supported by network theory. It is so because most empirical studies have relied solely on these theories for supporting age diversity and organizational performance.

Agency Theory

Agency theory has been used to examine organizational performance (Chisten, Lyer, and Soberman, 2006). Agency theory can be applied to situations in which there is a delegation of working by one party (the principal) to another (the agent), who performs the work (Eisenhardt, 1989). For this purpose, the principal is the buyer or diversifying firm while the agent is the vendor or diversifying provider. The unit of analysis differs from owner and manager and manager and worker relationships, most often found in the literature, but are consistent with the conceptual framework (Milgrom and Roberts, 1992; Whiteney, Brodt, Korsgaard, and Werner, 1998). There are two sources of agency problems, those arising from asymmetric information such as moral hazard and adverse selection and those arising from asymmetric interests between the principal and the agent (goal conflict). Goal conflict includes problems of risk sharing between the principal and the agent due to differing risk preferences. Alchian and Demsetz (1972) tackled one problem resulting from asymmetric information (informational problems of monitoring effort in team production) in their suggestion that team production is a reason why organizations emerge. Moral hazard emanates from the problem that individuals will sometimes say what they do not mean or what they know not to be true, while adverse selection stems from the fact that individuals sometimes do things they said they will not do or do not do things they said they would (Ben-Ner, Montias, and Neuberger, 1993). Agency theory declares that parties seek to ascertain the most efficient contract given their assumptions and boundary conditions, by assuming that persons are self-interested, risk averse and act with bounded rationality. Information asymmetry between principals and agents is a source of gain to the party with better information and source of goal conflict.

Age Diversity

While age diversity is seen by many experts as having both advantages and disadvantages, these other factors, such as communication problems and conflict, are also mentioned in Mwatumba (2016). Opstal (2009) concurred, arguing that older employees are at a disadvantage when it comes to supervisions since it hinders their output. The findings of Backes-Gellner and Veen (2015) anticipate a drop in communication, less contact, and worse employee performance as a result of higher age heterogeneity, as measured by their study of corporate costs. Backes-Gellner and Veen made the following statements: The danger that organizations face if they spend a lot of time on things like annual training or meetings is that they will not perceive any significant advantage to having a more varied age demographic. A diverse workforce results in workers having diverse intellectual styles, values, and preferences, all of which may contribute to overall workplace productivity. People of diverse ages and backgrounds have varied viewpoints, cognitive models, and interpretations, according to Gupta (2013). When assembled, they might be used as a problem-solving resource.

A thorough review of the literature shows that there is no correlation between age and work performance, as shown by Gupta (2013). Declining performance has more to do with the obsolescence of skills than with the diminished mental capacity of players. In the majority of research, however, it has been shown that old employees are just as productive and skilled as their younger counterparts. Even with an age-related loss in productivity, it is feasible to compensate by improving various skills and knowledge, such as on-the-job experience and problem-solving ability (Tempest et al., 2002). Additionally, personnel ages 35 and above were seen as being more trustworthy, experienced, and intelligent, according to Finkelstein et al. (2000). The age heterogeneity danger is counterbalanced by the fact that each person has a different age. A firm may better connect with its target audience by having a mix of younger and older personnel, since this will encourage closer relations with customers of different ages. Diverse age demographics is more productive, since it allows for a wide range of cognitive processes and experiences. Creative and inventive work usually presents a greater challenge to problem-solving and has fewer degrees of standardization. In a situation where many different types of competencies may benefit from varied communication problems, here you will discover it. Conflicts may help in promoting group discussions, enhance analytical talents, and aid in issue solutions.



Because of this, there is greater diversity in the performance in the area of creative work (Richard and Shelor, 2002). Age heterogeneity has a beneficial effect on problem-solving organizations' efficiency, according to Gupta (2013). In addition, the more age variation you have, the less it seem like groups of people are all working toward the same goal, which is very helpful in reducing groupthink and organizational challenges. As long as there is no age difference between the workforce, career progress and remuneration will be limited, resulting in a greater employee turnover rate. Successful distribution of implicit information also depends on the age of the personnel that do these tasks. Additionally, a promotion-based compensation plan motivates employees to do more (Pelled et al., 1999).

Older professionals, according to Spitz-Oener (2006), were shown to have an advantage in judicial activities owing to their more experienced viewpoint. Many studies have been conducted on the medical, psychological, and economic disciplines on the age difference, as well as on the various age groups, to discover the different abilities each age group has (Johnson, 2005; Skirbekk, 2005). Young employees and old employees, due to their diverse job domains and activities, have varying competencies and skills. Older folks often aren't as productive as younger individuals when it comes to doing different sorts of jobs. Jehn et al. (1999) reports that the group members in question found that age, race, and gender had less importance to them since they spent time with each other in specific situations. Clearly, the participants are able to embrace and cherish their own qualities because of how wide a range of people is involved. While corporations seldom take effort to boost the number of older workers, age diversity and gender diversity are noticeably different. To create a conventional age distribution, we attract younger individuals and maintain them in the workforce for a significant part of their careers.

ORGANIZATIONAL PERFORMANCE

The point at which an employee fulfills the firms' mission leading to financial and operational stability or health is called organizational performance. Organizational performance has been seen differently by various researchers, but most of the researchers relate organizational performance with measurement of transactional competence and success towards the goals of the firms (Kaplan and Norton, 1993). The job of an employee is built up by the degree of achievement of a specific target or mission that explains boundaries of organizational performance (Burke and Litwin, 2001). Some scholars have identified different thoughts, attitudes and beliefs of organizational performance as it

helps in the depth of input and output which are efficiency measures that lead to transactional association (Burke and Litwin, 2001), the ability of an organization to establish perfect relationship with resources present impelling and well-organized management of resources. Sonnentag and Frese (2004) stated that in order to achieve goals and objectives, organizational strategies have been designed based on organizational performance (Neely, Gregory and Platts, 1995). The equity based on high returns helps in actual management of organizational resources so that organizational performance improves (Sim and Killough, 1998).

Recently in the world of business, it has been proven to be correct, in that the competitive business environment and exceedingly unbalanced trade and industry conditions, it has developed tremendously for the employers to look for new techniques to intensify the achievement of their workers (Cabrits and Bontis, 2008). These circumstances have an effect on the confidence of workers and their behaviours towards their job and in turn, it also affects their organizational performance. Many organizations have understood this and have adopted tenet for the benefits of the workers who have given them lots of benefits in return (Day & Bedeian, 1991). Organizational performance can be enriched by employing abilities to generate new ideas and use this ability to build relations and process of work (Burke and Litwin, 2001) organizational performance can be enhanced by hiring the right workers (Cabrita and Bontis, 2008), because empowered employees are not only well-organized and high performing (Sonnentag and Frese, 2004) but are also responsible and are able to share it equally to the success of the firm (Sonnentag & Frese, 2004). Burke and Litwin (2001) advised that members of staff capacities can only be increased if the leadership play its role in workers development.

Another element which helps and plays an important role in improving organizational performance is adaptability. An element of adaptability is learning which brings out a chance in the society from the individuals (Burker and Litwin, 2001). Coordination helps the individuals to work with flexibility, to accept change and due to all these positive aspects, several goals can be achieved (Burke and Litwin, 2001). With an open communication environment business decisions and matters are discussed openly in the organization; it enhances the trust of the workers and delivers a message to them that they are trusted by the firm (Day and Bedeian, 1991; Sonnentag and Frese, 2004). It is globally known that the members of staff can perform well if their personality traits and needs well matched corporate



goals (Yang and Choi, 2009). Organizational environment has an influence on human behavior and it can lead the members of staff to be more innovative and be entangled in the business (Burke and Litwin, 2001). It is possible that innovation might not last for a long period of time when employees develop a feeling that if they will work more, they will be out of the job (Kwan, 2003). It is possible that employees can encourage their co-workers if they feel devoted to the job and influence others as well as to be more innovative (Sonnentag and Frese, 2004). In an environment considered by high attractiveness, organizations need to be more innovative and impelling (Kwan, 2003). It is imperative that the individuals be more innovative and creative in times when a rapid change occurs in the organization. Innovations can be initiated by the workers by generating the ideas about exploration of opportunities regarding organizational performance and solutions for the problems (Day and Bedian, 1991). Thus, workers exhibiting adaptability, problem solving, responsibility and innovation have reflected high performing (Abowd, 1990; Sonnentag and Frese, 2004).

GOAL ATTAINMENT

Goal attainment stands for the act of incorporating, personalizing or makes subjective the attainment of predetermined objectives of the firm, it is true that, the most common way to incorporate or personalize stated goals is to be guided by the dogma of goal attainment which entails integrating the objective of the firm into the everyday activities of the employees. No wonder Smith, Ntoumanis and Duda (2007) established that goal attainment is comprehensive and the fundamental reason for goal pursuit and can be categorized as being courageous; thus based on personal interest, enjoyment or perceived importance of the said goal to the person and at the firm at large. The reason for goal pursuit can be controlled and driven by core or outward pressures and emergency related to social networking or other expectations relating to goal purposes (Baumann and Kuhl, 2005; Sheldon and Houser-Marko, 2001). The goal attainment tries to predict courageous persons who try to sustain effort in goal striving, especially in harsh or failing situations (Baumann and Kuhl, 2005). Current research has supported that courageous individual(s), aim goal attainment with greater persistence and future interest for task engagement (Kuhl and Kazen, 1994). A greater level of goal attainment is exploring goal content intrinsically and inherently more congruent with the individual's basic needs than extrinsic goals (Kuhl, 1994). Extrinsic goals have been found to be less internalized than intrinsic

goals (Baumann and Kuhl, 2005). For organizational performance to be attained, voluntary action orientation is a must if the aim is to attain, exhibit such disposition that enhances the fulfillment of action plans and goals, even under failing circumstances, as major life changes encountered, also called threatening situation or demanding; for example a frustrating encounter (Baumann and Kuhl, 2005; Kuhl, 1994).

JOB SATISFACTION

Gazioghi and Tanselb (2006) observed that job satisfaction (JS) is an alignment of emotions that workers hold towards the role(s) they perform at the workplace. Job satisfaction is an important element for worker impulse, drive or whim and inspiration in the direction of better organizational performance. Although, scholars have seen job satisfaction over the years; in which Spector (1997) defines job satisfaction as the incorporated set of mental emotional, spiritual, physiological and ecological circumstances that encourage workers to confess that they are contented with their jobs. The role of works at place of work is highlighted as there is an influence of various rudiments on an employee within the organization. It is for this reason that Clark (1997) argue that if workers are not contented with the assignment given to them, they are not sure about factors such as their rights, work environment is hazardous, co-workers are difficult, supervisor disrespect them and they are not called upon in decision making, resulting to a feeling of separation. So, it is profitable for organizations to provide flexible working conditions for the workforce where they felt their sentiments are valued and they are a part of the organization (Spector, 1997).

AGE DIVERSITY AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL INSIGHT

There was no unique correlation between age and job performance shown by Ilmarinen (2005). It is more plausible that deteriorating mental capabilities are responsible for falling performance than that decreasing mental capabilities are causing falling performance (Tempest et al, 2002). Elderly personnel are equally productive and competent as the young, according to various studies. An individual's professional experience and problem-solving abilities may compensate for any age-related drop in performance (Tempest et al, 2002). Of course, there was a favorable correlation between chronological age and organizational citizenship behaviors and safety performance. People had favorable perceptions about older employees and saw them as more trustworthy, experienced, and wiser than



younger ones. Thus, it is possible to compensate for the additional costs of age heterogeneity by taking use of its potential advantages. Different age groups allow a business to create and foster stronger connections with clients. In the view of Zenger and Lawrence, an age-group diverse workforce will be more productive than a workforce with a homogenous age makeup (Williams and O'Reilly, 1998; the age-group diversity hypothesis).

Most challenging problem-solving needs are related with innovative and creative activities. Here, it's possible that the advantages of diverse skill sets could offset the drawbacks of language standardization. Conflicts may boost group conversation, analytical ability, and problem-solving capabilities.

Age homogeneity may thus be expected to result in better creative performance. Firms involved in problem solving operations are associated with productivity gains, according to Uschiand Veen (2009). Another good thing about having more age variety is that it tends to help combat the tendency of one specific age group to dominate an organization and the issues that arise from it. Eliminating or reducing career opportunities and advancement incentives for a homogenous age group would result in increased employee turnover. The wider availability of implicit knowledge in-house also enables the more effective application of such knowledge and results in a rise in productivity thanks to promotion-based incentives (Pelled et al, 1999).

The benefits of having a workforce that includes younger, tech-savvy personnel is obvious since almost all young professionals were raised in a high-tech environment. Multi-generational work environments give many generations of expertise, as well as the benefits of learning about the history, culture, and accumulated know-how of a business (Cremer, 1986). Nevertheless, in his study, Lazear (1999) discovered that only when businesses take into consideration the higher communication costs and challenges connected to emotional conflicts would the benefits of age diversity be achieved. Employees' productivity is reduced because of the disparities in values and preferences across diverse age groups. According to Lau and Murnighan (2005), regular confrontations occur between the workers and the young generation. Cognitive intelligence (wisdom), which may rise with age, can be worked on and developed and, so, may improve with age.

For the remainder of their life, adults experience constant growth of wisdom; however, after the age of 50, wisdom growth is maintained for an additional ten to fifteen years, and then declines (Baltes et al, 2005; Baltes et al, 2004; Rabbitt et al, 2003; Skirbekk, 2005;

Sternberg and Grigorenko, 2005). According to the findings of the study, elderly individuals using their knowledge tend to make more realistic assumptions than younger ones (Charness and Villeval, 2007). This means that cognitive speed decreases with age, but this increases the ability to gain knowledge and experience. For decades, we've known that knowledge doesn't fade with age. In fact, older professionals have an edge in their job in court because of it (Spitz-Oener, 2006 and Warr, 1994). Studies have shown that older and younger workers have varied skill sets and abilities (Johnson, 2005 and Skirbekk, 2005). Because of their different work fields and activities, young and elderly workers have different competences and capacities.

When it comes to working on tasks of various types, older people tend to be less productive than younger people. Jehn et al (1999) had showed that when members of the group spent time together and worked cooperatively, the relevance and importance of distinctions such as age, race, and gender decreased. This is self-evident, since it's obvious that different group members are given enough opportunity to appreciate and benefit from their differences. Companies seldom go out of their way to promote age diversity in their workforce. Hiring workers at a young age and maintaining them throughout most of their careers led to traditional age distributions within organizational structures (younger at the bottom and older in the middle and top).

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METHODOLOGY

In this study, the population is made up of 87 managers, supervisors, sectional heads, heads of units,



and heads of department of 14 regional headquarters of 14 deposit money banks in Rivers State. Krejcie and Morgan table, which amounted to 87 from a population size of 112 management staff of deposit money banks in Port Harcourt, Rivers State. Out of the 87 copies of the research questionnaire administered, 81 copies were retrieved, while only 79 were used for analysis – as 2 copies were invalid. The Kendall Rank Order Correlation Coefficient was used with the aid of SPSS.

RESEARCH HYPOTHESES

The following testable null hypotheses were formulated:

Ho₁ There is no significant relationship between age diversity and goal attainment of deposit money banks in Port Harcourt

Table 1: Correlations between age diversity and goal attainment

		Age Diversity	Goal Attainment
Age Diversity	Correlation Coefficient	1.000	.628**
	Sig. (2-tailed)	.	.000
	N	79	79
Goal Attainment	Correlation Coefficient	.628**	1.000
	Sig. (2-tailed)	.000	.
	N	79	79

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the correlation between age diversity and goal attainment. The result reveals that there is positive and significant relationship between the two variables ($\tau_{b} = .628$; $n = 79$; $p > 0.05$). From the outcome the null hypothesis which states that, there is no significant relationship between age diversity and

goal attainment was rejected. Thus, the alternative was accepted.

Ho₂ There is no significant relationship between age diversity and job satisfaction of deposit money banks in Port Harcourt, Rivers State.

Table 2: Correlations between Age diversity and Job satisfaction

		Age diversity	Job Satisfaction
Age diversity	Correlation Coefficient	1.000	.722**
	Sig. (2-tailed)	.	.000
	N	79	79
Job Satisfaction	Correlation Coefficient	.722**	1.000
	Sig. (2-tailed)	.000	.
	N	79	79

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the correlation between age diversity and job satisfaction. The result reveals that there is positive and significant relationship between the two variables ($\tau_{b} = .722$; $n = 79$; $p > 0.05$). From the outcome the null hypothesis which states that, there is no significant relationship between age diversity and job satisfaction was rejected. Thus, the alternative was accepted.

Age diversity and Goal attainment

The bivariate hypothesis between age diversity and goal attainment reveal a significant relationship between the two variables. The Kendall Order Rank Correlation Coefficient reveals that the p-value of 0.011 was less than 0.05 ($p=0.011 < 0.05$) which implies that age diversity has a strong positive relationship with goal attainment. The result of the correlation coefficient (r) is 0.347. This thus reveals that there is a significant relationship between age diversity and goal attainment. Thus, adopting age diversity will help improve goal attainment. This finding agrees with that of Blomberg (2011) which emphasizes the importance of age diversity in goal attainment.

DISCUSSION OF FINDINGS

From the analysis done above, the following deductions were made.



Age Diversity and Job satisfaction

The bivariate hypothesis between Age diversity and Job satisfaction reveal a noteworthy relationship between the two variables. The Kendall Order Rank Correlation Coefficient reveals that the p-value of 0.012 was less than 0.05 ($p=0.012<0.05$) which implies that age diversity has a strong positive relationship with job satisfaction. The result of the correlation coefficient (r) is 0.211. This thus reveals that there is a significant relationship between age diversity and job satisfaction. Thus, institutionalizing age diversity will help enhance job satisfaction. This finding agrees with that of Hosseini, et al. (2018) a mixed workforce is key to high performance.

CONCLUSION

Workforce demographics will become more varied in the future. With a workforce that has shifted composition, both organizational and workgroup diversity will be impacted. It is yet unclear what the effects of this shift will be. Although there are many views on the possible benefits or risks of age diversity, On the other hand, it has been argued that a large number of scientific studies do not clearly explain the processes and why they are to be anticipated. Empirical results are therefore contradictory. It has just lately begun being taken into consideration while creating academic works. According to extensive investigation, certain findings have been shown to be more consistent than others (e.g., the positive effects of diversity in complex task situations). Based on the diversity study, we then came up with practical solutions. Placing an emphasis on the prospective hazards and possibilities for age diversity makes it feasible for companies to implement change at all organizational levels in order to increase the efficiency of their operations, which should serve as a competitive advantage in the future.

RECOMMENDATIONS

Based on the findings: it was recommended that:

- i. Management should adopt age diversity as it offers a variety of skillset that can help trigger new productive behaviours that guides the focus of the organization.
- ii. Management should institutionalize age diversity as it offers a platform for mutual mentorship that could potentially boost employee productivity while increasing employee retention.

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