

The multilevel impact of age diversity on group and individual outcomes: role of social integration

Introduction: Research overview

This study uncovers the multilevel effects of both objective age diversity (actual age differences) and perceived age diversity (employees' perceptions of their age differences) on group performance, well being, and individual outcomes.

Why the research is needed?

As workforces age and retirement ages rise, organisations need to understand not just 'who' is in their teams, but how employees experience diversity.

This study highlights the importance of managing both the structural realities and the psychological perceptions of age diversity to unlock performance gains while protecting employee well-being.

Research questions



How does age diversity really shape the way teams work?

Methodology

Drawing on data collected from a time-lagged survey of 305 employees and 78 leaders across two major banks, this research shows that age diversity is far from a simple story. Instead, diversity operates differently depending on whether we look at the group or individual level, and whether it is measured or perceived.

Results

The findings reveal the crucial role of 'social integration' in ensuring age-diverse teams thrive.

The study found:



Objective age diversity boosts group well-being, suggesting that real age differences can enrich team climate.



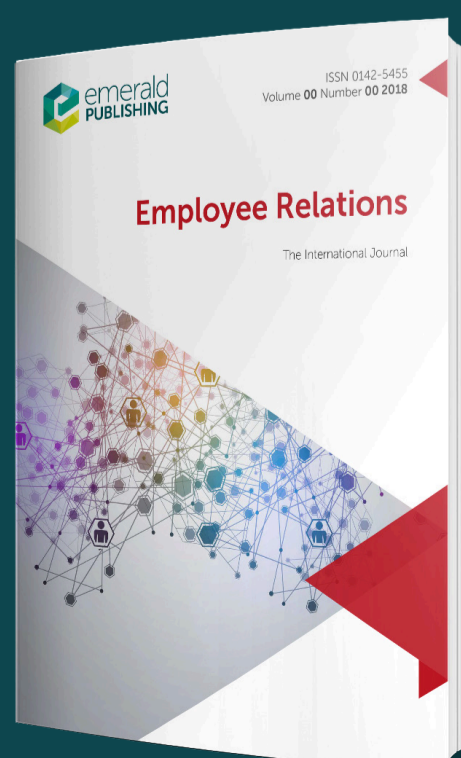
Perceived age diversity enhances group performance, but it also reduces social integration. In turn, this increases employees' intentions to turnover.



Social integration emerges as a key mechanism. When employees feel connected, supported, and included, the benefits of diversity are amplified.

Conclusion

Age diversity can be a powerful asset, but only when organisations actively foster social integration. By paying attention to both objective and perceived diversity, leaders can create teams that perform better, feel better, and stay together longer.



Find out more about the research by reading the [full article here.](#)

The article:

The multilevel impact of age diversity on group and individual outcomes: role of social integration.

Authors:

Sadia Mansoor, Muhammad Ali & Erica French.