



Research Article



The Impact of Age Gaps Among Employees on Organizational Resilience: An Analytical Study in a Number of Companies Affiliated with the Salah Al-Din Branch of the Ministry of Commerce

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Abstract: The current study aims to identify the impact of the age gap among employees through its dimensions (behavioral, technological, cognitive, and task-related) on organizational resilience through its dimensions (adaptation and change, diversity, and creativity) in a number of companies affiliated with the Salah Al-Din Branch of the Ministry of Commerce. The study adopted a descriptive-analytical approach. Data were collected from a random sample of employees in a number of companies affiliated with the Salah Al-Din Branch of the Ministry of Commerce, consisting of (123) employees from a population of (180) employees, using a questionnaire developed for this purpose. The collected data were analyzed using the statistical software (SPSS Ver. 24). The study reached several findings, the most important of which was the existence of a strong, statistically significant inverse correlation between the age gap and organizational resilience at both the overall and dimensional levels. This indicates that an increase in the age gap among employees is accompanied by a decline in the organizational resilience of the companies under study. The study also found a statistically significant inverse effect of the age gap among employees on organizational resilience, and that the model explained a proportion exceeding (0.8), according to the (R^2) value, for three dimensions of the age gap in organizational resilience, while a proportion of less than (0.2) was attributed to other factors not included in the model, with the exception of the task-related dimension, which was statistically insignificant and, consequently, did not affect organizational resilience. This demonstrates that the behavioral, technological, and cognitive dimensions of the age gap had a direct, strong, and inverse effect on the resilience of the companies under study. This necessitates that these companies develop effective solutions to reduce the age gap among employees to ensure the continuity of their performance in an appropriate manner and without failures that may lead to weakness in their organizational structure and resilience.

This study provides added value by shedding light on the variable of the age gap among employees, which, to the best of the researcher's knowledge, has not previously been addressed within the Arab environment at the organizational level; it has only been examined from a social perspective in a single study. At the field level, the study was conducted in an important sector that directly affects citizens' lives within the local environment of Salah Al-Din Governorate, represented by the Ministry of Commerce's companies operating in food and construction materials.

Keywords: Age Gap, Organizational Resilience, Creativity, Ministry of Commerce, Salah Al-Din Branch

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INTRODUCTION

All contemporary organizations have become subject to external changes and intense competition in the labor market, which has compelled them to keep pace with these rapid developments and intense competition. In their constant pursuit of maintaining their organizational position and competitive leadership, organizations have moved toward developing different work mechanisms and distinctive characteristics that are difficult for competitors to imitate and that provide the organization with strength and resilience in carrying out its operations [1], [2].

Here, organizational resilience emerges as one of the characteristics that enables an organization to achieve stability in the labor market amid the rapid changes and economic fluctuations that affect these organizations. Resilience provides the organization with internal cohesion that enhances its flexibility and ability to adapt positively to difficult circumstances and crises that it encounters, enabling the organization to emerge from such circumstances stronger and more capable of identifying the appropriate resources for its organizational operations. It also establishes an appropriate foundation for achieving shared understanding among employees, enhancing knowledge sharing, unifying perspectives toward organizational goals, and assisting organizational leadership in making sound organizational decisions.

Organizations become more resilient when they rely on an internal environment characterized by considerable diversity, encompassing multiple experiences and skills arising from cultural and age differences among employees. The regular succession of these groups contributes to the smooth transfer of the experiences and knowledge required by organizations and prevents gaps in organizational performance resulting from age differences and gaps among employees who are recruited at widely separated points in time. Such gaps affect the organization's resilience in performing its core functions and its ability to adapt to rapid changes, particularly technological changes and developments that have brought about a qualitative transformation in the provision of products, including goods and services, to customers. Technology has increasingly become a distinguishing factor between previous and subsequent generations in terms of comprehension, methods of interaction, and its use in accomplishing organizational tasks [3], [4], [5].

The relationship between the age gap among employees and the organizational resilience enjoyed by organizations is therefore evident. Regular employee recruitment contributes to narrowing the age gap among employees, which translates into sequential experiences and greater consensus among employees regarding methods of performing tasks and solving problems, as well as knowledge sharing based on harmony. This, in turn, achieves organizational resilience that enables the organization to preserve its structure and maintain its competitive position [6].

Despite the growing interest in studying age diversity on the one hand, and the increasing attention given to organizations' capabilities to confront disruption on the other, the direct relationship between the age gap and organizational resilience remains an area that requires further investigation, particularly in educational and university institutions. This study aims to identify the impact of the age gap on organizational resilience by attempting to reveal the nature of age differences within the organizational environment and determine the extent to which these differences affect the ability of the organizations under study to maintain their cohesion and deal with challenges and changing circumstances. The researcher encountered numerous challenges in completing this study, including the scarcity of sources addressing the concept of the age gap, as it is considered a relatively recent concept. At the field level, the sample response was very limited, mainly due to insufficient understanding of such studies, in addition to ministerial procedures that restricted respondents' freedom to provide answers without obtaining approvals from relevant authorities and senior leadership.

To achieve the objectives of the study, it was divided into five sections. The first section presents the study methodology; the second discusses the age gap among employees; the third addresses organizational resilience; the fourth presents the results of the field study; and the fifth reviews the conclusions and recommendations.

METHOD

Study Methodology

Preamble:

In order to achieve the objectives of the study, it is necessary to follow a clear methodology through which the identified problem and its significance to the field of the study can be demonstrated, as well as the nature of the relationship between the study variables according to preliminary hypotheses formulated for subsequent testing to verify the extent to which the model corresponds to the reality of the field under investigation. This also includes the mechanisms for data collection, the methods used to derive and analyze the results, as well as a description of the study population and sample.

First: Study Problem

Contemporary organizations face a work environment characterized by continuous change, pressures, and increasing challenges, making their ability to maintain cohesion, continue performing their functions, and achieve their objectives under changing circumstances an important issue that requires organizational resilience capable of achieving consistency and regularity in task performance and the accomplishment of requirements. Given the organizational tasks performed by the companies under study, which directly affect the community of Salah Al-Din, their need to achieve organizational resilience has become imperative. This is particularly important in light of the factors affecting their operations, including changes in government decisions and changes in the requirements of the Salah Al-Din community, which have compelled them to change their work methods toward automation to enhance the effectiveness of their operations. This, in turn, requires a qualified workforce capable of dealing with this technology and other requirements amid the age gap affecting these companies as a result of the considerable time intervals between the recruitment of employees. This has affected their core functions and their ability to adapt to the work environment.

Hence, the problem of the study arises, which can be formulated through the following main question:

What is the impact of the age gap among employees on organizational resilience in the companies under study?

This main question gives rise to several sub-questions, as follows:

- a. Are there statistically significant differences among the mean responses of the respondents in their companies regarding the age gap among employees?
- b. Are there statistically significant differences among the mean responses of the respondents in their companies regarding organizational resilience?
- c. What is the nature of the relationship between the age gap and organizational resilience in the companies under study?
- d. Does the age gap among employees affect organizational resilience in the companies under study at both the overall level and the dimensional level?
- e. Is there variation in the significant effect of each dimension of the age gap on the individual dimensions of organizational resilience?

Second: Study Significance

The significance of the study stems from its variables, which are characterized by novelty and relevance to all organizations. Its significance can be summarized from both theoretical and practical perspectives as follows:

A. Theoretical Significance

- a. Its contribution to enriching the Arab administrative literature, as, to the best of the researcher's knowledge, no local or Arab study has addressed the age gap among employees; one local study addressed the topic from a social rather than an organizational perspective.
- b. Highlighting the age gap among employees, as the issue is not limited to providing a theoretical description, but is rather associated with accumulated knowledge and experiences, skills, and interactions related to the age differences among employees, which may either enhance or weaken organizational resilience.

- c. Establishing a relationship between two vital variables that, to the best of the researcher's knowledge, have not been linked in previous studies, namely, the age gap among employees and organizational resilience.

B. Practical Significance

- a. Providing recommendations to the leadership of the organizations under study to enable the continuous transfer of experiences and skills from one generation to another by maintaining the succession of employee generations.
- b. Providing the leadership of the organizations under study with a clear understanding of the varying effects of each dimension of the age gap on organizational resilience.
- c. Enabling the leadership of the organizations under study to benefit from understanding the implications of age gaps among employees, in a manner that allows them to develop more appropriate procedures and practices for managing an age-diverse workforce.

Third: Study Objectives

The study seeks to achieve the following objectives:

- a. To identify the statistically significant differences among the mean responses of the respondents in their companies regarding the variable of the age gap among employees.
- b. To identify the statistically significant differences among the mean responses of the respondents in their companies regarding the variable of organizational resilience.
- c. To determine the nature of the relationship between the age gap and organizational resilience in the companies under study.
- d. To determine the impact of the age gap among employees on organizational resilience in the companies under study at both the overall and dimensional levels.
- e. To determine the variation in the significant effect of each dimension of the age gap on the individual dimensions of organizational resilience.

Fourth: Hypothetical Study Model and Hypotheses

A. Hypothetical Study Model

The hypothetical study model illustrates the nature of the relationships among the study variables, represented by the age gap as the independent variable and its dimensions (behavioral, technological, cognitive, and operational), and organizational resilience as the dependent variable and its dimensions (adaptation and change, diversity, and innovation), as shown in the figure below.

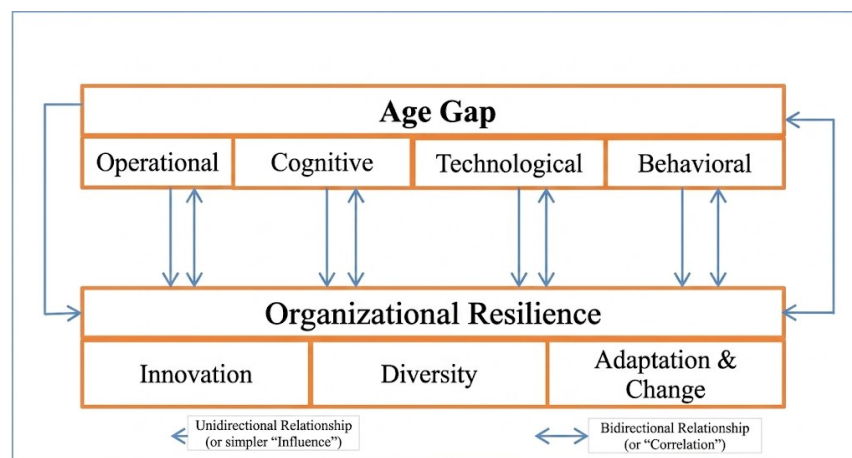


Figure 1. Hypothetical Study Model

Source: Prepared by the Researcher

B. Study Hypotheses

The study is based on several main hypotheses, as follows:

- a. First Hypothesis: There are statistically significant differences among the mean responses of the respondents in their companies regarding the age gap.
- b. Second Hypothesis: There are statistically significant differences among the mean responses of the respondents in their companies regarding organizational resilience.

- c. Third Hypothesis: There is a statistically significant inverse correlation between the age gap and organizational resilience at both the overall level and the level of the sub-dimensions.
- d. Fourth Hypothesis: There is a statistically significant inverse effect of the age gap dimensions collectively on organizational resilience from the perspective of the respondents.
- e. Fifth Hypothesis: There is variation in the significant effect of each dimension of the age gap on the adaptation and change dimension.
- f. Sixth Hypothesis: There is variation in the significant effect of each dimension of the age gap on the diversity dimension.
- g. Seventh Hypothesis: There is variation in the significant effect of each dimension of the age gap on the creativity dimension.

Fifth: Study Scope

- a. Knowledge Scope: The study included the two study variables (age gap and organizational resilience).
- b. Human Scope: The study included a sample of employees from a number of companies affiliated with the Salah Al-Din Branch of the Ministry of Commerce.
- c. Geographical Scope: The study was conducted in a number of companies affiliated with the Salah Al-Din Branch of the Ministry of Commerce.
- d. Temporal Scope: The study was conducted during the period from January 4, 2026 to August 18, 2025.

Sixth: Study Methodology

In accordance with the field research approach, the researcher adopted the descriptive-analytical method, as it is the most appropriate method for the nature of this study. It aims to accurately describe the characteristics of the variables under investigation and then analyze the field data obtained from the companies under study to test the hypotheses and draw conclusions.

Seventh: Data Collection Methods

The researcher adopted appropriate methods for collecting the data related to the study to cover both its theoretical and practical aspects and achieve its intended objectives, as follows:

A. Theoretical Aspect

The researcher relied on the available previous knowledge contributions relevant to the two study variables to cover the theoretical aspect. These included theses, dissertations, Arabic and foreign journals, and Internet sources.

B. Practical Aspect

For the purpose of collecting the primary data of the study, the researcher prepared a questionnaire and distributed it to the sample members for this purpose, in accordance with the analytical approach to the research field. Based on these data, descriptive and inferential analyses were conducted to obtain and discuss the results and evaluate the hypotheses. The analysis was performed using the statistical software (SPSS Ver. 24), in addition to Excel, and according to a set of mathematical and statistical methods, including frequencies, arithmetic means, standard deviations, the ANOVA test for significant differences, and regression equation models.

The study included two variables. The first was the independent variable, age gap, represented by (X), consisting of 16 items, with 4 items for each dimension. The second was the dependent variable, organizational resilience, represented by (Y), consisting of 12 items, with 4 items for each dimension. These variables were measured through a questionnaire prepared by the researcher. Structurally, the questionnaire consisted of three sections: the first section was devoted to identifying the demographic characteristics of the sample members; the second section was devoted to measuring the age gap variable; and the third section was devoted to measuring the organizational resilience variable (the dependent variable).

The responses of the sample members were quantified using a five-point Likert scale in ascending order. A response of "Strongly Disagree" was assigned a score of (1), "Disagree" a score of (2), "Somewhat Agree" a score of (3), "Agree" a score of (4), and "Strongly Agree" a score of (5). Table (1) presents the coding of the study variables and dimensions.

Table 1. Coding of Study Variables and Dimensions in the Survey Questionnaire

No.	Variables	Sub-dimensions	Code	Sequence	Sources
1	Demographic Information	Age	D1		Prepared by the researcher
		Gender	D2		
		Educational Attainment	D3		
		Years of Service	D4		
		Position	D5		
		Date of Appointment	D6		
2	Generation Gap (X)	Behavioral	XX1	X1-X4	[6]
		Technological	XX2	X5-X8	
		Cognitive	XX3	X9-X12	
		Task-oriented / Operational	XX4	X10-X14	
3	Organizational Resilience (Y)	Adaptation & Change	YY1	Y1-Y4	[7]
					[8]
		Diversity	YY2	Y5-Y8	
		Innovation / Creativity	YY3	Y9-Y12	

Source: Prepared by the Researcher Based on Demographic Information

Eighth: Testing the Questionnaire

The researcher relied on the validity coefficient, which was calculated by taking the square root of Cronbach's alpha coefficient, to verify the validity of the questionnaire and ensure that the statements included in the questionnaire accurately measure the intended study variables. As shown in Table (2), the validity coefficient values were high, ranging from (0.921) to (0.994), indicating that the questionnaire demonstrated satisfactory self-validity and that its statements accurately represented what they were intended to measure. Accordingly, these results enhance the credibility of the questionnaire data for subsequent statistical analysis.

The researcher also assessed the internal reliability of the questionnaire by calculating Cronbach's alpha coefficient, which should be greater than or equal to (0.70). This was conducted to verify that if the questionnaire were redistributed to the same individuals under similar conditions, similar results could be obtained. As shown in Table (2), Cronbach's alpha coefficients for the research variables and dimensions ranged from (0.849) to (0.988). These are high values that exceed the hypothetical threshold of (0.70), confirming the reliability and internal consistency of the questionnaire. These results further support the reliability and dependability of the data collected through the questionnaire for subsequent statistical tests.

Table 2. Validity and Reliability of the Survey Questionnaire

Variables and Dimensions	Code	Validity Coefficient	Cronbach's Alpha	Number of Items
1. Behavioral	XX1	0.926	0.858	4
2. Technological	XX2	0.950	0.902	4
3. Cognitive	XX3	0.921	0.849	4
4. Task-oriented / Operational	XX4	0.947	0.896	4
Generation Gap	X	0.980	0.961	16
1. Adaptation & Change	YY1	0.984	0.968	4
2. Diversity	YY2	0.983	0.967	4

Variables and Dimensions	Code	Validity Coefficient	Cronbach's Alpha	Number of Items
3. Innovation / Creativity	YY3	0.982	0.965	4
Organizational Resilience	Y	0.994	0.988	12

Source: Prepared by the researcher based on (SPSS Ver.24) outputs.

Ninth: Description of the Study Field, Population, and Sample

A. Description of the Study Field

The study field was represented by the public sector, specifically the companies of the Ministry of Commerce / Salah Al-Din Branch, which provide various services to the residents of Salah Al-Din Governorate, whose population exceeds one million. These companies comprise several entities, including the General Company for Foodstuff Trading, Salah Al-Din Supply Branch; General Company for Construction Materials Trading; General Company for Grain Trading; General Company for Grain Processing; and General Company for Central Markets. These companies are distributed across the districts of Salah Al-Din Governorate, and a number of them were selected as the field of the study for the following reasons:

- Their suitability to the subject of the study, which examines the existence of an age gap among employees and its impact on organizational resilience, as recruitment within these companies has occurred at widely separated points in time, resulting in an age gap among employees.
- The selected companies provide services that directly affect the lives of citizens in Salah Al-Din, particularly the foodstuff and construction materials companies.
- The companies under study are located in the center of Salah Al-Din Governorate, making them an administrative reference point for many interactions with citizens.

B. Study Population and Sample

The study population consisted of employees in three companies affiliated with the Ministry of Commerce / Salah Al-Din Branch: the General Company for Grain Processing (80 employees), the General Company for Foodstuff Trading (65 employees), and the General Company for Construction Materials Trading (35 employees), with a total population of 180 individuals.

Using the Steven K. Thompson equation, a random sample of 123 employees was determined. The questionnaires were distributed among the three companies by allocating the number of questionnaires distributed to each company proportionally according to the number of employees in that company, using the following formula:

Company Sample Size = Total Sample Size × Company Population Size / Total Population Size

This is presented in Table (3).

Table 3. Details of Questionnaire Distribution and Retrieval

Company / Salah Al-Din Branch	Population / Worker	Sample / Retrieved Questionnaires (Proportional)
General Company for Grain Processing	80	55
General Company for Foodstuff Trading	65	44
General Company for Construction Materials Trading	35	24
Total	180	123

Meanwhile, Figure (2) shows the percentages representing the three companies in the study sample.

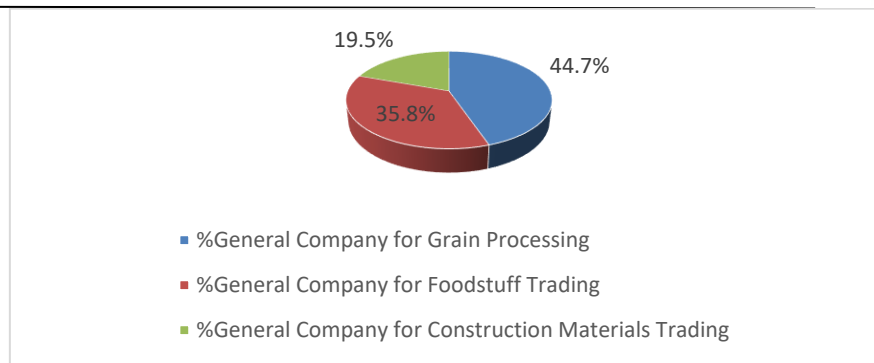


Figure 2. Percentage Representation of the Companies in the Study Sample

C. Description of the Demographic Characteristics of the Sample Members

Table (4) presents a description of the demographic characteristics of the sample members based on six variables: (1) age, (2) gender, (3) educational attainment, (4) years of service, (5) position, and (6) date of appointment. This description was conducted using several statistical methods, including frequencies and percentages.

Table 4. Description of Sample Members According to Demographic Information

Information	Categories	Frequency	Percentage (%)	Rank
1. Age	21 - 25 years	1	0.8	9
	26 - 30 years	5	4.1	7
	31 - 35 years	9	7.3	5
	36 - 40 years	12	9.8	4
	41 - 45 years	13	10.6	3
	46 - 50 years	27	22.0	2
	51 - 55 years	47	38.2	1
	56 - 60 years	7	5.7	6
	61 years and older	2	1.6	8
2. Gender	Male	111	90.2	1
	Female	12	9.8	2
3. Educational Attainment	Intermediate school or below	5	4.1	5
	High school / Preparatory	11	8.9	4
	Bachelor's degree	52	42.3	1
	Master's degree	40	32.5	2
	Ph.D. / Doctorate	15	12.2	3
4. Years of Service	Less than 5 years	3	2.4	8
	5 - 10 years	8	6.5	5
	11 - 15 years	9	7.3	4
	16 - 20 years	23	18.7	2
	21 - 25 years	51	41.5	1
	26 - 30 years	18	14.6	3
	31 - 35 years	5	4.1	6
	36 - 40 years	5	4.1	7
	41 years and older	1	0.8	9
5. Position	Employee without administrative position	82	66.7	1
	Unit Head	23	18.7	2
	Department Head	12	9.8	3
	Assistant Director	3	2.4	4

Information	Categories	Frequency	Percentage (%)	Rank
6. Appointment Date	Administrative Director	3	2.4	5
	Before 2000	13	10.6	3
	From 2000 to 2005	70	56.9	1
	From 2006 to 2010	19	15.4	2
	From 2011 to 2015	6	4.9	5
	From 2016 to 2020	10	8.1	4
	After 2020	5	4.1	6

Source: Prepared by the researcher based on the demographic information.

- a. Age: It can be observed from Table (4) that, according to the age results, the majority of the sample members were within the (51–55 years) age group, accounting for (38.2%), followed by the (46–50 years) group at (22%), while the lowest representation was within the (21–25 years) group, accounting for (0.8%). These results indicate variation in representation by age, reflecting the predominance of older employees compared with younger employees within the Ministry of Commerce / Salah Al-Din Branch companies, which constitute the field of the study. This indicates that the largest proportion of employees in these companies are older workers, many of whom are approaching retirement age, compared with the small proportion of young employees recruited. This has created an age gap between traditional and modern generations, which has been reflected in the performance of functions and the acquisition of technology.
- b. Gender: It can be observed that the majority of the sample members were males, numbering (111) out of the total sample size of (n=123), representing 90.2%, whereas females accounted for only 9.8%. This indicates the predominance of male representation within the sample and, consequently, in occupying job positions within the field under study. This reflects the nature of the work performed by these companies, which requires physical strength and the ability to tolerate long working hours, characteristics generally associated with males, while requiring a limited proportion of females for positions compatible with the nature of their capabilities.
- c. Educational Attainment: It can be observed that the majority of the sample members held a Bachelor's degree, accounting for (43.3%), followed by those holding a Master's degree at (32.5%), while the lowest representation was among those with intermediate education or below, accounting for (4.1%). These results support the level of academic and cognitive awareness among the sample members, enabling them to understand the requirements and tasks assigned to them and comprehend the directives of the senior management of these companies.
- d. Years of Service: It can be observed that the majority of the sample members were within the (21–25 years) service category, accounting for (41.5%), followed by the (16–20 years) category at (18.7%), while the lowest representation was within the (41 years or more) category, accounting for (0.8%), and the less than 5 years category, accounting for (2.4%). These results are consistent with the age variable and support the level of accumulated knowledge resulting from practical experience among the sample members. The results also indicate considerable variation in sample representation, with concentration within specific categories, without new recruitment or a greater number of employees with accumulated years of service. This foreshadows a significant organizational weakness that may affect organizational resilience, as the retirement or transfer of any employee possessing accumulated experience means the departure of that knowledge from the companies under study.
- e. Position: It can be observed that the majority of the sample members were in the

employee without a managerial position category, accounting for (66.7%), followed by the unit officer category at (18.7%), while the lowest representation was in the department manager and assistant manager categories, each accounting for (2.4%). These results are realistic and support the nature of the distribution of leadership positions within the organizational structure of the companies.

- f. Date of Appointment: It can be observed that the majority of the sample members were within the (2000–2005) appointment period, accounting for (56.9%), followed by the (2006–2010) period at (15.4%), while the lowest representation was among those appointed after 2020, accounting for (4.1%). These results demonstrate a decline in the annual level of recruitment in the companies constituting the field of the study. This indicates that the majority of employees have been employed for many years and have reached advanced levels within the career ladder, with a considerable gap compared with newly recruited employees who are still at the beginning of their career progression. This indicates differences in energy, experience, and job-related skills.

RESULT AND DISCUSSION

Section Two

Age Gap Among Employees

Preamble

Organizations seek, through various means and approaches, to maintain their distinctiveness in the work environment by enhancing their core capabilities. At the forefront of these capabilities is the human resource, whose recruitment organizations strive to maintain in a smooth and continuous manner to ensure the transfer of experiences, knowledge, and skills across successive generations without gaps or interruptions that may affect their performance and organizational resilience.

First: Concept of the Age Gap

The age gap refers to the differences that exist among employees within an organization. In addition to differences in age, it encompasses differences in behavior, beliefs, and cultural practices [9]. Zenger and Lawrence [10] also describe it as a condition of age variation among employees within an organization, whereby such differences or variations appear as disparities between the age groups of successive generations of human resources working in the organization. It is not understood merely as a numerical difference but is also associated with perceptions of surrounding changes and interpersonal relationships. Accordingly, age disparity is viewed within a broader framework that includes the experience, skills, and level of knowledge associated with such disparity [5].

Li et al. [3] emphasize that the age gap reflects the distribution of age differences within the workforce, resulting in an organization comprising different age groups from one generation of employees to another, each possessing their own experiences, knowledge, customs, traditions, and methods of interaction, communication, and problem-solving. Based on the foregoing, it is evident that the age gap among employees refers to differences in the ages of working groups within an organization, which are reflected in its organizational performance. This is because length of employment translates into accumulated experience, increased knowledge, and greater maturity in social relationships among employees, while differences in employment tenure influence the ways and methods of thinking among successive groups of employees who entered the organization at different points in time.

Second: Implications of the Age Gap for Organizations

Kunze et al. [11] state that the age gap is often associated with the emergence of an age-discriminatory climate within organizations, which negatively affects organizational performance. Organizations in which some employees are only 20 years old while others are over 50 years old may experience divisions in orientations, values, beliefs, and even work performance. Individuals tend to work with colleagues who resemble them in characteristics and attributes, and the formation of work teams comprising employees of different ages may increase the likelihood of workplace conflicts, reduce the level of organizational commitment, and decrease employee performance [12].

Bellotti et al. [13] argue that the age gap produces negative outcomes at the organizational level, such as increased workplace conflicts, and at the individual level, such as reduced well-being. The age gap in the workplace may create additional challenges associated with age differences, as younger and older employees may be motivated by different factors. Younger employees may be motivated by financial incentives or opportunities to learn new skills, whereas older employees may be motivated by organizational pride and opportunities to apply their experience. Adopting practices that overlook these differences may increase the risk of conflict among work teams whose members belong to these different age groups.

Third: Dimensions of the Age Gap

Understanding the age gap requires examining it through a set of dimensions that clarify the nature of age differences within the organizational environment and help identify their levels and implications for employee behavior, interactions, and organizational relationships. Accordingly, this study addresses the dimensions of the age gap identified by Kunze and Meulenaere [6], namely the behavioral, technological, cognitive, and task-related dimensions, which constitute the framework adopted by the study to measure this variable and analyze its effects on organizational resilience. The study adopted these dimensions for the following reasons:

- a. The age gap does not merely reflect numerical differences in employees' ages; rather, it reflects years of experience and organizational awareness, which require an understanding of its behavioral and cognitive dimensions in order to address it.
- b. Reliance on these dimensions provides a deeper and more comprehensive understanding of the nature of the phenomenon under investigation.
- c. These dimensions are appropriate for and compatible with the field of the study.

The following are the dimensions of the age gap among employees adopted by the current study:

1. Behavioral Dimension

The diversity of behaviors exhibited by individuals in organizations is almost unlimited, and it results from many factors, among which the surrounding circumstances of employees are among the most influential. These circumstances are reflected in employees' behaviors, as they tell different stories and jokes at work, celebrate successes together, console one another in cases of failure, avoid work, conspire against their superiors, develop unusual rituals, or deliberately display behavioral patterns that either differ from or conform to the standards established for work. Nevertheless, this matter remains relative despite employees often being exposed to similar circumstances within the same organization. This can be attributed to differences in perception and experience in dealing with problems, which are acquired through length of employment [14].

2. Technological Dimension

The technological dimension is represented by the application of technical knowledge to improve productivity through increasing process efficiency across various organizations. However, individuals possess different abilities to adapt to the knowledge generated by technological activities, thereby increasing the value of these skills while creating a gap between individuals with high and low levels of technological skills [15]. Younger employees tend to demonstrate more positive attitudes toward technology, viewing it as particularly useful for acquiring knowledge and building professional networks, as is the case with collaborative systems and e-learning. This perception has led them to adopt technology as a working approach. In contrast, older employees often demonstrate lower confidence in using technology despite recognizing the usefulness of various types of technology in the workplace. This results from their exposure to greater pressures to adopt specific technological tools to meet increasing work requirements, which may not correspond with their technological skills, the acquisition of which has become a form of challenge due to length of employment, levels of perception, and learning. Accordingly, they require greater support to adopt these systems and use them efficiently and effectively to achieve organizational objectives [4].

3. Cognitive Dimension

Harmonious age diversity among employees contributes to diversity in their knowledge, and when appropriately managed and monitored, it enhances synergy, facilitates collaboration, and improves organizational performance outcomes. Conversely, age disparity, which refers to the division of employees into separate groups with similar values but separated by time, may cause isolation among these divided groups and negatively affect organizational outcomes. This is

because employees tend to share knowledge more harmoniously with those who have similar intellectual orientations and hold similar values toward work, enabling them to form knowledge alliances and work teams with similar characteristics [16].

4. Task-Related Dimension

Understanding the relationship between distinguished task performance and the resulting organizational reputation helps organizations adopt strategies capable of achieving this relationship. Such strategies take into consideration the objectives achieved, the resources consumed, and the procedures connecting them, which translate established plans into actual implementation. Among these procedures is the alignment between jobs and their occupants. Older employees who demonstrate distinguished performance in their daily work can be assigned roles that are based on and aligned with their accumulated experience. Younger employees, on the other hand, may excel in dynamic roles that correspond with the requirements of digital transformation, transparent communication with stakeholders, and the enhancement of social responsibility and work ethics, which have received increasing emphasis alongside technological development [17].

Section Three

Organizational Resilience

Preamble

Contemporary organizations, in their various forms and across both public and private sectors, face numerous changes that require them to respond positively and adapt to them. This is achieved by relying on their core functions, supported by leadership orientations, available capabilities, and resources that meet the requirements of organizational operations.

First: Concept of Organizational Resilience

Organizational resilience refers to how organizations maintain their core functions in the face of uncertainty [18]. This enables them to achieve stability in the work environment. Al-Zubaidi [7] confirms this by describing organizational resilience as a characteristic that enables an organization to preserve its functions and resources amid disruptions occurring in its internal and external environment. It involves maintaining positive adaptation under difficult circumstances, enabling the organization to emerge from such circumstances stronger and more capable of identifying the resources appropriate for its operations [2], with particular reference to various resources, foremost among them human resources.

Al-Maadidi [8] further describes organizational resilience as a representation of the organization's ability to adapt, withstand challenges, and continue performing the tasks necessary for its survival at the forefront of competitors, while enhancing its effectiveness in confronting crises, deviations, and pressures resulting from continuous and unexpected environmental changes, while maintaining its core activities that support this capability. This is also confirmed by Gao [19], who defines it as the ability of organizations to maintain the continuity of their operations and adapt to external pressures.

Based on the foregoing concepts, organizational resilience can be defined as "the organization's ability and capacity to maintain its core functions while being prepared and capable of adapting to new tasks amid changes occurring in the work environment."

Second: Importance of Organizational Resilience

The importance of organizational resilience stems from the following aspects [18]:

- a. It contributes to explaining how organizations perform their activities and the elements involved in them.
- b. It identifies the career paths of employees within the organization.
- c. It affects employees by helping them perform their tasks efficiently and effectively.
- d. It provides the organization with the ability to adapt to its external environment and develop its internal environment.
- e. It enables the organization to formulate strategic plans based on current and future organizational needs that enhance its organizational performance.
- f. It enables organizations to confront challenges, build trust, and empower and motivate employees [20].

Third: Dimensions of Organizational Resilience

Researchers have adopted diverse perspectives regarding the dimensions underlying organizational resilience, resulting from differences in their research environments and the needs they entail, which have required emphasizing one dimension over another. Nevertheless, a degree of consensus has emerged among a number of researchers regarding the dimensions addressed in the current study, namely adaptation and change, creativity, and diversity. These dimensions were adopted for the following reasons: their compatibility with the nature of the field under investigation, their consistency with the orientation of the current study, and their provision of integrated approaches to identifying the problem of the current study [7], [8]. The following provides an explanation of these dimensions:

1. Adaptation and Change

Organizational adaptation is considered one of the foundations that contribute to achieving harmony between new employees and the organization's values and beliefs. Through adaptation, individuals are expected to identify the organization's values and requirements and the available level of knowledge so that they can understand the role required of them in accomplishing various tasks [7]. It is also regarded as an integrated approach to enhancing the ability to confront internal and external challenges, as it combines relationship-based human capital with dynamic capabilities [21]. This enhances the dynamic interaction of the interrelated components of the organization to achieve adaptation to various environmental changes.

Although resilience is concerned with establishing stability, a resilient organization is capable of dealing with internal and external changes simultaneously as a result of its ability to adapt its resources, operations, and organizational procedures [1]. Employees can also benefit from previous experiences encountered by the organization or similar organizations to enhance adaptation and increase current and future resilience [22].

2. Creativity

The acquired ability to develop solutions and innovate represents interconnected attributes and characteristics that enable individuals and institutions to engage in successful organizational processes and develop unconventional and effective responses to unprecedented challenges, which are addressed through the diverse experiences of human resources [23]. A creative climate is essential for providing an environment conducive to organizational adaptation and transformation. When organizations have a creative environment, employees are motivated to generate new ideas, thereby enhancing organizational resilience. Such organizations support creativity by providing the time and resources necessary for experimentation, rewarding innovators, tolerating failure, and creating an atmosphere in which employees feel secure in sharing their creative ideas without fear that their efforts will be appropriated [20].

3. Diversity

Diversity is one of the key dimensions that enhance organizational resilience by providing multiple perspectives and thinking skills, thereby supporting the organization's ability to survive and respond effectively to changes [8]. Diversity also contributes to the multiplicity of social relationships that influence organizational outcomes, including resilience, as resilience is shaped through the interaction of individuals' work toward achieving positive outcomes [1].

Fourth: The Conceptual Relationship Linking the Age Gap Among Employees and Organizational Resilience

The age gap emerges across different types of organizations, and its impact increases with ongoing technological advancement. Employees from the traditional generation generally possess less knowledge of and interaction with technology compared with Generations Y and Z, who grew up with technology and mastered its various aspects. This, in turn, weakens organizational resilience in the face of emerging requirements in the labor market. The interaction among employees from successive age groups without prolonged gaps between them can stimulate their creativity, enhance their problem-solving abilities, facilitate decision-making, improve work quality, and increase their productivity [16].

One of the solutions adopted by organizations to achieve a competitive advantage over others is the ability to create a work environment in which the potential of employees from different age groups is effectively utilized [12]. This clearly indicates that organizational performance capable of achieving a competitive advantage can be attained by benefiting from the experiences of

employees across different age groups. Conversely, the gap between these groups causes weakness in organizational performance, which is reflected in organizational resilience.

Section Four

Field Study

Preamble

In order to meet the requirements of the study methodology, demonstrate the validity of its model, and test its main and sub-hypotheses, this section seeks to analyze and interpret the nature of the hypothesized relationships among the study variables and their dimensions included in the study model. This is achieved by testing the main and sub-hypotheses and examining their validity using a set of statistical methods.

First: Description and Diagnosis of the Study Variables

The questionnaire consisted of (28) statements representing the study variables, namely the age gap and organizational resilience, along with all their dimensions. The response tendencies of the sample members toward the statements of the research variables were described using several statistical methods, including the arithmetic mean and standard deviation, as shown in the table below.

Table 5. Description of Sample Responses Towards Research Variable Items

No.	Items	Mean	Std. Deviation	Relative Importance	Coefficient of Variation	Rank
Independent Variable: Generation Gap						
1. Behavioral Dimension						
X1	Employees of different ages blend well together when in a single work team, as if their ages were close.	3.91	0.779	78.2%	19.9%	4
X2	Older employees attempt to impose their views and directions within the organization.	3.93	0.837	78.7%	21.3%	3
X3	Employees handle organizational events in a manner consistent with their tenure/job age.	3.94	0.813	78.9%	20.6%	2
X4	Different workplace behaviors are	3.98	0.814	79.5%	20.5%	1

No.	Items	Mean	Std. Deviation	Relative Importance	Coefficient of Variation	Rank
2. Technological Dimension	observed among employees, dictated by their job tenure.					
	X5 Older employees struggle with learning the technology required for operational processes.	4.08	0.893	81.6%	21.9%	4
	X6 There is a noticeable gap among employees of different ages in using technology to execute assigned tasks.	4.09	0.789	81.8%	19.3%	3
	X7 Applying technology in organizational processes is more efficient among younger employees.	4.18	0.747	83.6%	17.9%	1
	X8 Older employees try to resist emerging changes that require adopting new technologies in performing tasks.	4.15	0.743	82.9%	17.9%	2
3. Cognitive Dimension						
X9	Older employees transfer knowledge smoothly to younger employees	4.15	0.859	83.1%	20.7%	1

No.	Items	Mean	Std. Deviation	Relative Importance	Coefficient of Variation	Rank
X10	without fear of losing job privileges. Employees address problems and obstacles at work in a way that reflects experience gained over years of service.	4.12	0.764	82.4%	18.5%	2
X11	Employees of similar ages share knowledge and experience more than those with significant age gaps.	4.11	0.832	82.3%	20.2%	3
X12	Top management sets procedures to compensate for experienced employees in the event of their departure.	4.07	0.837	81.3%	20.6%	4
4. Task-oriented Dimension						
X13	Job tasks in the organization are assigned in accordance with job tenure/age.	4.11	0.842	82.3%	20.5%	3
X14	Older employees perform routine work tasks while technical tasks are left to younger employees.	4.13	0.839	82.6%	20.3%	1
X15	Top management exempts older employees from certain organizational	4.10	0.834	82.0%	20.4%	4

No.	Items	Mean	Std. Deviation	Relative Importance	Coefficient of Variation	Rank
X16 Dependent Variable: Organizational Resilience 1. Adaptation & Change Dimension Y1	tasks that require significant physical effort. Employees of diverse ages form knowledge alliances to develop innovative ways to perform tasks.	4.11	0.802	82.3%	19.5%	2
	Formulates a flexible strategy to face emergency events.	2.37	0.832	47.3%	35.2%	1
	Y2 Achieves integration in financial and administrative interactions with internal and external environment variables.	2.20	1.061	43.9%	48.3%	2
	Y3 Works on creating specialized programs to enhance its commercial reputation.	1.68	1.111	33.7%	66.0%	4
	Y4 Adopts a mechanism to monitor and respond to changes in the surrounding environment.	2.13	0.932	42.6%	43.7%	3
	2. Diversity Dimension Y5 Adopts diversity in human resource skills	2.25	0.806	45.0%	35.8%	2

No.	Items	Mean	Std. Deviation	Relative Importance	Coefficient of Variation	Rank
Y6	during recruitment. Seeks to acquire diverse technology in its commercial operations.	2.41	0.868	48.3%	35.9%	1
Y7	Devises diverse means to adapt to the environment and its changes.	1.87	1.056	37.4%	56.4%	4
Y8	Links its commercial programs to solving developmental and societal problems.	2.15	0.893	42.9%	41.6%	3
3. Innovation Dimension						
Y9	Uses innovation as a source of renewal to improve its commercial reputation.	2.28	0.782	45.5%	34.4%	2
Y10	Seeks to acquire modern technology in its commercial operations.	2.45	0.851	48.9%	34.8%	1
Y11	Adopts new ideas in alignment with community needs and the labor market served.	2.11	0.951	42.3%	45.0%	3
Y12	Continuously focuses on commercial research activities.	1.61	1.143	32.2%	71.0%	4

Source: Prepared by the researcher based on (SPSS Ver.24) outputs.

It can be observed from Table (5) that there is a relatively high level of agreement regarding the availability of all statements (X1–X16) for the age gap variable (the independent variable) with its four dimensions: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, according to the perceptions of the sample members from the three companies affiliated with the Ministry of Commerce / Salah Al-Din Branch, which constitute the field of the study. The

calculated arithmetic mean values for these statements exceeded the hypothetical arithmetic mean of (3), confirming this level of agreement, in addition to the high relative importance values. The results for the following dimensions can be observed:

- a. Behavioral Dimension: Statement (X4) recorded the highest level of agreement, with an arithmetic mean of (3.98), while statement (X1) recorded the lowest level of agreement, with an arithmetic mean of (3.91). The results regarding the age gap among employees indicate that behaviors are largely associated with age and have affected the harmony among employees. The lowest level of agreement, despite exceeding the hypothetical mean, indicates that age differences within the same work team reduced harmony, communication, and integration among its members.
 - b. Technological Dimension: Statement (X7) recorded the highest level of agreement, with an arithmetic mean of (4.18), while statement (X5) recorded the lowest level of agreement, with an arithmetic mean of (4.08). The results indicate that employees from previous generations (traditional generations) experience greater difficulties than recently recruited employees (Generation Z) in learning modern technological programs mandated by the Ministry. They also tend to prefer maintaining traditional procedures and routines in performing tasks. This is evident from the results of statement (X8), which indicates the resistance of older employees to the technological changes adopted by the companies under study.
 - c. Cognitive Dimension: Statement (X9) recorded the highest level of agreement, with an arithmetic mean of (4.15), while statement (X12) recorded the lowest level of agreement, with an arithmetic mean of (4.07). The results of this dimension indicate that older employees recognize the importance of transferring knowledge to younger employees to ensure the continuity of the organization's operations. However, such knowledge sharing remains relative, as indicated by statement (X11), which suggests that the sharing of information, knowledge, and professional experience is greater when employees are close in age and length of employment.
 - d. Task-Related Dimension: Statement (X14) recorded the highest level of agreement, with an arithmetic mean of (4.13), while statement (X15) recorded the lowest level of agreement, with an arithmetic mean of (4.10). The low standard deviation, together with the low coefficient of variation, which was below its hypothetical value of 50%, indicates consistency and a lack of dispersion in the responses of the sample members. This supports the reliability of the arithmetic mean in representing the overall sample. The results of this dimension are consistent with the technological dimension, as technical tasks are assigned to newly recruited employees, while routine tasks are assigned to older employees.
- b. It can also be observed from Table (5) that there is a relatively low level of agreement regarding all statements (Y1–Y12) for the organizational resilience variable (the dependent variable) with its three dimensions: (1) adaptation and change, (2) diversity, and (3) creativity, according to the perceptions of the sample members from the three companies affiliated with the Ministry of Commerce / Salah Al-Din Branch, which constitute the field of the study. The calculated arithmetic mean values for these statements did not exceed the hypothetical arithmetic mean of (3), confirming the low level of agreement, in addition to the low relative importance values. The results for the three dimensions are as follows:
- a. Adaptation and Change Dimension: Statement (Y1) recorded the highest level of agreement, with an arithmetic mean of (2.37), while statement (Y3) recorded the lowest level of agreement, with an arithmetic mean of (1.68). It can be observed that the agreement among the respondents was below the mean. This confirms that the companies under study attempt to adapt by developing plans and procedures that improve their performance. However, the most important factor in adapting to the external environment is the human resource, for which the companies have not achieved satisfactory results in terms of recruitment and employment. This has affected their harmony with changes in the surrounding environment.
 - b. Diversity Dimension: Statement (Y6) recorded the highest level of agreement, with an arithmetic mean of (2.41), while statement (Y7) recorded the lowest level of agreement, with an arithmetic mean of (1.87). The results indicate that the majority of employees did

not agree with the statements of this dimension, indicating that diversity at all levels, particularly in human and technological resources, was not at the required level. Furthermore, diversity in the programs adopted to maintain organizational resilience still requires additional efforts.

- c. Creativity Dimension: Statement (Y10) recorded the highest level of agreement, with an arithmetic mean of (2.45), while statement (Y12) recorded the lowest level of agreement, with an arithmetic mean of (1.61). The high standard deviation, together with the coefficient of variation exceeding its hypothetical value of 50%, indicates dispersion and inconsistency in the responses of the sample members, which reduces the reliability of the arithmetic mean in representing the overall sample. This indicates that the companies under study still have limited alignment with changes occurring in the external environment, and their creativity and innovation in addressing the problems faced by the surrounding community in providing their commercial services remain limited.

Second: Descriptive Analysis of the Variables

Table (6) presents the descriptive analysis of the study variables, namely the age gap and organizational resilience, including all their dimensions. This analysis was conducted using several statistical methods, including the arithmetic mean, standard deviation, minimum value, and maximum value.

Table 6. Description of Research Variables

Variables and Dimensions	Code	Mean	Std. Deviation	Minimum Value	Maximum Value	Relative Importance	Coefficient of Variation	Skewness
1. Behavioral	XX1	3.941	0.679	1.25	5.00	78.8%	17.2%	-0.652
2. Technological	XX2	4.124	0.667	1.25	5.00	82.5%	16.2%	-0.906
3. Cognitive	XX3	4.114	0.696	1.25	5.00	82.3%	16.9%	-0.823
4. Task-oriented / Operational	XX4	4.114	0.711	1.00	5.00	82.3%	17.3%	-0.693
Generation Gap	X	4.073	0.655	1.25	5.00	81.5%	16.1%	-0.898
1. Adaptation & Change	YY1	2.093	0.901	1.00	5.00	41.9%	43.0%	0.098
2. Diversity	YY2	2.171	0.824	1.00	5.00	43.4%	37.9%	0.090
3. Innovation / Creativity	YY3	2.112	0.871	1.00	5.00	42.2%	41.2%	0.101
Organizational Resilience	Y	2.125	0.857	1.00	5.00	42.5%	40.3%	0.102

Source: Prepared by the researcher based on (SPSS Ver.24) outputs.

It can be observed from Table (6) that there is an acceptable level of agreement regarding the age gap variable with its four dimensions: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, according to the perceptions of the sample members from the three companies affiliated with the Ministry of Commerce / Salah Al-Din Branch, which constitute the field of the study. The calculated arithmetic mean of this variable and its four dimensions exceeded the hypothetical arithmetic mean of (3), confirming this level of agreement, in addition to the high

relative importance value. The arithmetic mean of the age gap variable reached (4.073), while its relative importance reached (81.5%). At the level of the four dimensions, the technological dimension recorded the highest level of agreement, with an arithmetic mean of (4.124), followed by the cognitive and task-related dimensions, each with an arithmetic mean of (4.114), and finally the behavioral dimension, with an arithmetic mean of (3.941). The low standard deviation, together with the low coefficient of variation, which was below its hypothetical value of 50%, indicates consistency and a lack of dispersion in the responses of the sample members, thereby supporting the reliability of the arithmetic mean in representing the overall sample.

Meanwhile, Table (6) shows a low level of agreement regarding the organizational resilience variable with its three dimensions: (1) adaptation and change, (2) diversity, and (3) creativity, according to the perceptions of the sample members from the three companies affiliated with the Ministry of Commerce / Salah Al-Din Branch, which constitute the field of the study. The calculated arithmetic mean of this variable and its three dimensions did not exceed the hypothetical arithmetic mean of (3), confirming the low level of agreement, in addition to the low relative importance value. The arithmetic mean of the organizational resilience variable reached (2.125), while its relative importance reached (42.5%). At the level of the three dimensions, the diversity dimension recorded the highest level of agreement, with an arithmetic mean of (2.171), followed by the creativity dimension, with an arithmetic mean of (2.112), and finally the adaptation and change dimension, with an arithmetic mean of (2.093). The low standard deviation, together with the low coefficient of variation, which did not exceed its hypothetical value of 50%, indicates consistency and a lack of dispersion in the responses of the sample members, thereby supporting the reliability of the arithmetic mean in representing the overall sample.

Third: Normality Test

To ensure that the normality assumption was satisfied for the data used, the researcher conducted a normality test for the data and all the study variables and dimensions using the skewness coefficient (Skewness). The data are considered to follow a normal distribution when the calculated skewness coefficient falls within the range of +1 to -1. Referring to Table (6), it can be observed that the skewness coefficient values for all variables and dimensions fell within the specified range. Therefore, the data approximately follow a normal distribution, satisfying the normality assumption and enabling the researcher to use statistical methods to test the research hypotheses.

Fourth: Hypotheses Testing

The paragraph included six main hypotheses, as follows:

First Hypothesis (H1)

There are statistically significant differences among the mean responses of the respondents in their companies regarding the age gap.

To test this hypothesis, the One-Way ANOVA test was used to determine the statistically significant differences in the level of the age gap and its four dimensions: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, across the three companies constituting the field of the study. Table (7) presents the test results.

Table 7. Significant Differences for Variables According to Companies in the Research Field

Variables and Dimensions	Code	F	Sig.	Companies	Mean
1. Behavioral	XX1	0.082	0.922	General Company for Grain Processing	3.9364
				General Company for Foodstuff Trading	3.9205
				General Company for Construction Materials Trading	3.9896
2. Technological	XX2	0.794	0.455	General Company for Grain Processing	4.0409
				General Company for Foodstuff Trading	4.2045

Variables and Dimensions	Code	F	Sig.	Companies	Mean
3. Cognitive	XX3	0.485	0.617	General Company for Construction Materials Trading	4.1667
				General Company for Grain Processing	4.0500
				General Company for Foodstuff Trading	4.1420
4. Task-oriented / Operational	XX4	0.145	0.865	General Company for Construction Materials Trading	4.2083
				General Company for Grain Processing	4.0818
				General Company for Foodstuff Trading	4.1591
Generation Gap	X	0.243	0.784	General Company for Construction Materials Trading	4.1042
				General Company for Grain Processing	4.0273
				General Company for Foodstuff Trading	4.1065
1. Adaptation & Change	YY1	0.475	0.623	General Company for Construction Materials Trading	4.1172
				General Company for Grain Processing	2.1773
				General Company for Foodstuff Trading	2.0511
2. Diversity	YY2	0.368	0.693	General Company for Construction Materials Trading	1.9792
				General Company for Grain Processing	2.2409
				General Company for Foodstuff Trading	2.1250
3. Innovation / Creativity	YY3	0.322	0.725	General Company for Construction Materials Trading	2.0938
				General Company for Grain Processing	2.1818
				General Company for Foodstuff Trading	2.0625
Organizational Resilience	Y	0.392	0.677	General Company for Construction Materials Trading	2.0417
				General Company for Grain Processing	2.2000
				General Company for Foodstuff Trading	2.0795
				General Company for Construction Materials Trading	2.0382

It can be observed from Table (7) that the F value was not statistically significant, as its statistical significance was greater than 5%, indicating that there were no significant differences in the extent of the age gap across its four dimensions. This means that there was no difference in the level of the age gap among the three companies constituting the field of the study. It can also be observed that the General Company for the Trade of Construction Materials recorded the highest level of the age gap, with an arithmetic mean of (4.1172), followed by the General Company for the Trade of Foodstuffs, with an arithmetic mean of (4.1065), and finally the General

Company for Grain Processing, with an arithmetic mean of (4.0273). These results demonstrate the level of the age gap across the companies. Accordingly, it can be stated that the first hypothesis of the study is rejected.

Second Hypothesis (H2)

There are statistically significant differences among the mean responses of the respondents in their companies regarding organizational resilience.

To test this hypothesis, the One-Way ANOVA test was used to determine the statistically significant differences in the level of organizational resilience across its three dimensions: (1) adaptation and change, (2) diversity, and (3) creativity, across the three companies constituting the field of the study. Referring to Table (7), it can be observed that the F value was not statistically significant, as its statistical significance was greater than 5%, indicating that there were no significant differences in the level of organizational resilience across its three dimensions. This means that there was no difference in the level of organizational resilience among the three companies constituting the field of the study. It can be observed that the General Company for Grain Processing recorded the highest level of organizational resilience, with an arithmetic mean of (2.2000), followed by the General Company for the Trade of Foodstuffs, with an arithmetic mean of (2.0795), and finally the General Company for the Trade of Construction Materials, with an arithmetic mean of (2.0382). These results demonstrate the level of organizational resilience across the different companies. Accordingly, it can be stated that the second hypothesis of the study is rejected.

Third Hypothesis (H3)

There is a statistically significant negative correlation between the age gap and organizational resilience at the overall level and at the level of the sub-dimensions.

The Pearson correlation coefficient was calculated to test the significance, strength, and direction of the relationship between the variables, namely the age gap and organizational resilience. Table (8) presents the results of testing the relationship between the variables.

Table 8. The Relationship between the Age Gap and Organizational Resilience

Variables and Dimensions	Statement	YY1	YY2	YY3	Y
XX1	Pearson	-0.869**	-0.869**	-0.861**	-0.875**
	Sig.	0.000	0.000	0.000	0.000
XX2	Pearson	-0.883**	-0.880**	-0.866**	-0.884**
	Sig.	0.000	0.000	0.000	0.000
XX3	Pearson	-0.866**	-0.875**	-0.874**	-0.880**
	Sig.	0.000	0.000	0.000	0.000
XX4	Pearson	-0.883**	-0.886**	-0.879**	-0.891**
	Sig.	0.000	0.000	0.000	0.000
X	Pearson	-0.920**	-0.922**	-0.914**	-0.927**
	Sig.	0.000	0.000	0.000	0.000

(**). Statistically significant at a significance level of 1%; (*) Statistically significant at a significance level of 5%.

It can be observed from Table (8) that there is a high, statistically significant negative (inverse) correlation at a significance level of less than 5% between the age gap variable with its four dimensions: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, and the organizational resilience variable with its three dimensions: (1) adaptation and change, (2) diversity, and (3) creativity, reaching (-0.927**). This means that widening the age gap among employees in the companies under study will lead to differences and disparities in behavioral patterns when dealing with events, understanding and learning modern technologies, accumulated experiences that shape the level of knowledge, and the nature of tasks performed by each age group. This will be accompanied by a decline in the level of organizational resilience, reflected in the limited ability of the companies to adapt, diversify their resources, and develop innovations that serve the labor market. Accordingly, the third main hypothesis is accepted.

Fourth Hypothesis (H4)

There is a statistically significant effect of the combined dimensions of the age gap on organizational resilience from the perspective of the respondents.

To test this hypothesis, a multiple linear regression equation was developed using the Ordinary Least Squares (OLS) method to estimate the organizational resilience variable through the four dimensions of the age gap variable: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, collectively. This was conducted to determine the extent to which these dimensions affect the organizational resilience variable. Table (9) presents the test results.

Table 9. The Effect of the Dimensions of the Age Gap on Organizational Resilience

Variables	R ²	Adjusted R ²	F	Sig.
	0.861	0.856	182.361	0.000
	β_0	β	T	Sig.
XX1	7.096	-0.343	-3.606	0.000
XX2		-0.352	-3.032	0.003
XX3		-0.340	-3.206	0.002
XX4		-0.187	-1.422	0.158

It can be observed from Table (9) that the regression equation model is valid, as indicated by the F value of (182.361) at a significance level of less than 5%, meaning that the value of organizational resilience can be estimated through the four dimensions of the age gap variable collectively. The T values of (-3.606), (-3.032), and (-3.206) for the dimensions (1) behavioral, (2) technological, and (3) cognitive, respectively, at a significance level of less than 5%, confirm the existence of a statistically significant effect of these three dimensions on the organizational resilience variable. Meanwhile, the T value of (-1.422) for the (4) task-related dimension was not statistically significant, as its statistical significance was greater than 5%, indicating that there was no statistically significant effect of the task-related dimension on organizational resilience. The negative beta regression coefficients (β) for the three dimensions (1) behavioral, (2) technological, and (3) cognitive indicate that their effects are negative (inverse). That is, these three dimensions of the age gap variable negatively affect organizational resilience and weaken the ability of the three companies constituting the field of the study to confront external threats and withstand pressures within their environment, according to the perceptions of the sample members. It can also be observed from the beta regression coefficient (β) that the technological dimension (2) had the strongest effect, followed by the behavioral dimension (1), and finally the cognitive dimension (3).

Furthermore, the Adjusted R² value of (0.856) indicates that the dimensions of the age gap explain (85.6%) of the changes occurring in the organizational resilience variable, while the remaining percentage is attributable to other factors not included in the current model. Accordingly, it can be stated that the dimensions of the age gap among employees had an inverse effect on the resilience of the companies under study, with the exception of the task-related dimension, as tasks are assigned to older employees without consideration of their age group. Consequently, the result of this dimension did not show an inverse effect on the companies, as they perform tasks that should be assigned to younger employees; however, the shortage in recruitment has prevented this. Accordingly, this hypothesis and its derived hypotheses are accepted, with the exception of the task-related dimension.

Fifth Hypothesis (H4)

There is variation in the statistically significant effect of each dimension of the age gap on the adaptation and change dimension.

To test this hypothesis, a multiple linear regression equation was developed using the Stepwise Regression method to estimate the adaptation and change dimension within the organizational resilience variable through the four dimensions of the age gap variable: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, collectively. This was conducted to determine the variation in the effects of these four dimensions of the age gap variable on the adaptation and change dimension within the organizational resilience variable. Table (10) presents the test results.

Table 10. Variation in the Effects of the Dimensions of the Age Gap on the Adaptation and Change Dimension within the Organizational Resilience Variable

Variables	R ²	Adjusted R ²	F	Sig.
	0.845	0.842	216.964	0.000
	β_0	β	T	Sig.
XX1	7.312	-0.389	-3.751	0.000
XX2		-0.509	-4.737	0.000
XX3		-0.386	-3.935	0.000

The Stepwise regression model produced five regression models. Table (10) presents the results of the fifth and final model, which retained three dimensions—(1) behavioral, (2) technological, and (3) cognitive—of the age gap variable due to the statistical significance of their effects, while the (4) task-related dimension was excluded because its effect was not statistically significant. The fifth and final model also confirms the validity of the regression equation model, as indicated by the F value of (216.964) at a significance level of less than 5%. This means that the value of the adaptation and change dimension within the organizational resilience variable can be estimated through the dimensions of the age gap variable.

The T values of (-3.751), (-4.737), and (-3.935) for the dimensions (1) behavioral, (2) technological, and (3) cognitive, respectively, at a significance level of less than 5%, confirm the existence of a statistically significant effect of these three dimensions on the adaptation and change dimension within the organizational resilience variable. Meanwhile, the negative beta regression coefficients (β) for the three dimensions indicate that their effects are negative (inverse). That is, these three dimensions of the age gap variable negatively affect the adaptation and change dimension within the organizational resilience variable.

The results of the beta regression coefficient (β) also demonstrate differences in the level of influence of these dimensions on the adaptation and change dimension within the organizational resilience variable. The technological dimension (2) had the strongest effect, as indicated by its beta coefficient ($\beta = -0.509$), followed by the behavioral dimension (1), with a beta coefficient of ($\beta = -0.389$), and finally the cognitive dimension (3), with a beta coefficient of ($\beta = 0.386$). Furthermore, the Adjusted R² value of (0.842) indicates that the dimensions of the age gap explain (84.2%) of the changes occurring in the adaptation and change dimension within the organizational resilience variable, while the remaining percentage is attributable to other factors not included in the current model. Accordingly, the fifth hypothesis of the study is accepted.

Sixth Hypothesis (H5)

There is variation in the statistically significant effect of each dimension of the age gap on the diversity dimension.

To test this hypothesis, a multiple linear regression equation was developed using the Stepwise Regression method to estimate the diversity dimension within the organizational resilience variable through the four dimensions of the age gap variable: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, collectively. This was conducted to determine the variation in the effects of these four dimensions of the age gap variable on the diversity dimension within the organizational resilience variable. Table (11) presents the test results.

Table 11. Variation in the Effects of the Dimensions of the Age Gap on the Diversity Dimension within the Organizational Resilience Variable

Variables	R ²	Adjusted R ²	F	Sig.
	0.848	0.845	222.134	0.000
	β_0	β	T	Sig.
XX1	6.946	-0.346	-3.686	0.000
XX2		-0.425	-4.370	0.000
XX3		-0.403	-4.544	0.000

The Stepwise regression model produced five regression models. Table (11) presents the results of the fifth and final model, which retained three dimensions—(1) behavioral, (2) technological, and (3) cognitive—of the age gap variable due to the statistical significance of their effects, while the (4) task-related dimension was excluded because its effect was not statistically significant. The fifth and final model also confirms the validity of the regression equation model, as indicated by the F value of (222.134) at a significance level of less than 5%. This means that the value of the diversity dimension within the organizational resilience variable can be estimated through the dimensions of the age gap variable.

The T values of (-3.686), (-4.370), and (-4.544) for the dimensions (1) behavioral, (2) technological, and (3) cognitive, respectively, at a significance level of less than 5%, confirm the existence of a statistically significant effect of these three dimensions on the diversity dimension within the organizational resilience variable. Meanwhile, the negative beta regression coefficients (β) for the three dimensions indicate that their effects are negative (inverse). That is, these three dimensions of the age gap variable negatively affect the diversity dimension within the organizational resilience variable.

The results of the beta regression coefficient (β) also demonstrate differences in the level of influence of these dimensions on the diversity dimension within the organizational resilience variable. The technological dimension (2) had the strongest effect, as indicated by its beta coefficient ($\beta = -0.425$), followed by the cognitive dimension (3), with a beta coefficient of ($\beta = -0.403$), and finally the behavioral dimension (1), with a beta coefficient of ($\beta = -0.346$). Furthermore, the Adjusted R^2 value of (0.845) indicates that the dimensions of the age gap explain (84.5%) of the changes occurring in the diversity dimension within the organizational resilience variable, while the remaining percentage is attributable to other factors not included in the current model. Accordingly, the sixth hypothesis of the study is accepted.

Seventh Hypothesis (H6)

There is variation in the statistically significant effect of each dimension of the age gap on the creativity dimension.

To test this hypothesis, a multiple linear regression equation was developed using the Stepwise Regression method to estimate the creativity dimension within the organizational resilience variable through the four dimensions of the age gap variable: (1) behavioral, (2) technological, (3) cognitive, and (4) task-related, collectively. This was conducted to determine the variation in the effects of these four dimensions of the age gap variable on the creativity dimension within the organizational resilience variable. Table (12) presents the test results.

Table 12. Variation in the Effects of the Dimensions of the Age Gap on the Creativity Dimension within the Organizational Resilience Variable

Variables	R^2	Adjusted R^2	F	Sig.
	0.834	0.830	199.967	0.000
	β_0	β	T	Sig.
XX1	7.108	-0.360	-3.479	0.001
XX2		-0.392	-3.645	0.000
XX3		-0.476	-4.857	0.000

The Stepwise regression model produced five regression models. Table (12) presents the results of the fifth and final model, which retained three dimensions—(1) behavioral, (2) technological, and (3) cognitive—of the age gap variable due to the statistical significance of their effects, while the (4) task-related dimension was excluded because its effect was not statistically significant. The fifth and final model also confirms the validity of the regression equation model, as indicated by the F value of (199.967) at a significance level of less than 5%. This means that the value of the creativity dimension within the organizational resilience variable can be estimated through the dimensions of the age gap variable.

The T values of (-3.479), (-3.645), and (-4.857) for the dimensions (1) behavioral, (2) technological, and (3) cognitive, respectively, at a significance level of less than 5%, confirm the existence of a statistically significant effect of these three dimensions on the creativity dimension within the organizational resilience variable. Meanwhile, the negative beta regression coefficients

(β) for the three dimensions indicate that their effects are negative (inverse). That is, these three dimensions of the age gap variable negatively affect the creativity dimension within the organizational resilience variable.

The results of the beta regression coefficient (β) also demonstrate differences in the level of influence of these dimensions on the creativity dimension within the organizational resilience variable. The cognitive dimension (3) had the strongest effect, as indicated by its beta coefficient ($\beta = -0.476$), followed by the technological dimension (2), with a beta coefficient of ($\beta = -0.392$), and finally the behavioral dimension (1), with a beta coefficient of ($\beta = -0.360$). Furthermore, the Adjusted R^2 value of (0.830) indicates that the dimensions of the age gap explain (83%) of the changes occurring in the creativity dimension within the organizational resilience variable, while the remaining percentage is attributable to other factors not included in the current model. Accordingly, the seventh hypothesis of the study is accepted.

CONCLUSION

- a. The results of the sample description revealed a noticeable age disparity among the working groups within the companies under study, with a substantial gap between older employees and newly recruited younger employees. This indicates that the procedures adopted by the Ministry of Commerce for appointing employees within the companies under study are not at the required level, which affects the transfer of skills, knowledge, and experience among these working groups.
- b. The results of the sample description showed that employees possess a good level of knowledge as a result of their academic qualifications, which enhances their understanding of work procedures and the directives issued by senior management in the companies under study.
- c. The results of the sample description indicated that years of service and appointment dates also differed considerably among the age groups, showing that the largest proportion of employees had more than 25 years of service, compared with a small proportion whose service was less than 10 years. This indicates a difference in accumulated knowledge among these groups, as well as differences in their understanding of work procedures. In the event of their departure, a knowledge gap would emerge that would be difficult to bridge.
- d. The behavioral and technological dimensions of the age gap recorded high arithmetic means as a result of the agreement among the respondents regarding them. This indicates that the age gap among employees was reflected through these dimensions, as older employees displayed behaviors consistent with their age compared with younger employees. Their ability to understand and use technology was also considerably lower than that of newly recruited employees (younger employees), who grew up with technology and consequently found its application in their work tasks relatively easier.
- e. The cognitive and task-related dimensions of the age gap recorded high arithmetic means, indicating that accumulated knowledge results from the long years of service within these companies, while knowledge sharing with younger employees is lower compared with employees who are close in age. Meanwhile, the task-related dimension reflects the nature of the work procedures followed by senior management with employees, whereby routine tasks are assigned to older employees, while tasks performed electronically are assigned to younger or newly recruited employees.
- f. All dimensions of organizational resilience recorded arithmetic means below the hypothetical arithmetic mean of (3), indicating weakness in the organizational resilience of the companies under study, as reflected by their dimensions, including weak capacity for adaptation and change, limited diversity of human and technological resources and others, and limited creativity achieved by these companies.
- g. The correlation results confirmed the existence of an inverse relationship between the age gap at both the overall and dimensional levels and organizational resilience at both the overall and dimensional levels. This confirms the orientations and assumptions of the present study regarding the nature of the relationship between the two variables, indicating

that the greater the age gap among employees, the weaker the organizational resilience of the companies under study.

- h. The results confirmed the existence of a statistically significant effect of the age gap dimensions—behavioral, technological, cognitive, and task-related—collectively on organizational resilience, with the exception of the task-related dimension, whose test result was not statistically significant. This indicates that this dimension did not have an effect as a result of the procedures followed by senior management in the companies under study, whereby the shortage in newly recruited employees is compensated for by placing greater pressure on existing employees (older employees) to perform tasks with increased effort, without taking their health and physical condition into consideration.

Recommendation

- a. Strengthening the workforce in the surveyed companies by recruiting new employees with diverse specializations.
Implementation mechanism: Recruiting employees in the surveyed companies on a permanent or contractual basis, with recruitment priority given to specializations experiencing severe shortages and significant age gaps.
- b. Giving priority to recruitment aimed at reducing the age gap among employees who possess appropriate levels of knowledge and academic qualifications that enable them to adequately understand their assigned tasks and develop their capabilities through training courses.
Implementation mechanism: Matching the job with its holder by identifying the required job specifications and conducting recruitment interviews accordingly.
- c. Enhancing the experience of younger employees in performing tasks and solving problems to reduce the gap resulting from differences in accumulated years of service.
Implementation mechanism: Enrolling employees in training courses and involving them in work teams comprising different specializations and age groups, thereby enhancing their knowledge through knowledge sharing with older employees who possess accumulated experience.
- d. Providing support from senior management to employees across different age groups and creating an appropriate organizational climate for them, as this contributes to enhancing their positive behaviors. Employees whose decisions and behaviors are characterized by wisdom and reliability as a result of longer job tenure require a calm environment and a participative, dialogic leadership style, whereas the technology-oriented generation requires material support and the development of technological infrastructure to perform their tasks.
Implementation mechanism: Providing psychological and material support programs and increasing employee participation in decision-making in view of their professional maturity, while enhancing technological practices and increasing employee engagement with them.
- e. Increasing job integration among employees from different age groups to enhance knowledge sharing, as older employees possess experience and skills in traditional tasks, whereas younger employees possess technological expertise in task execution.
Implementation mechanism: Involving them in work teams requiring diverse specializations, together with holding regular meetings with them by the senior management of the surveyed companies to monitor work progress and develop joint solutions to problems.
- f. Enhancing the organizational resilience of the surveyed companies by strengthening their resources and ensuring their smooth utilization, thereby enabling them to adapt to changes and foster innovation in the labor market.
Implementation mechanism: Increasing the material and moral support provided by senior management in ways that enhance the effectiveness of resources of various types and ensure their smooth utilization in performing tasks.
- g. Senior management should identify procedures capable of reducing the age gap among employees in order to enhance the organizational resilience of the surveyed companies, given the inverse relationship between the two variables.
Implementation mechanism: Arranging transfers from other ministries or employing individuals on a contractual basis until permanent employment becomes possible, thereby ensuring the prevention of employee turnover and the loss of organizational knowledge.

- h. Developing strategic plans that are compatible with the resources available to the surveyed companies and seeking to maximize these resources to provide greater flexibility in employing employees, given their impact on organizational resilience and the organization's ability to confront continuous changes in the work environment.

Implementation mechanism: Involving all relevant parties (internal and external stakeholders) in determining an appropriate strategy that enables these companies to maximize their resources and develop suitable solutions to compensate for the shortage occurring in the recruitment pipeline.

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