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Emil Aslanov
Khazar University
Master student
https://orcid.org/0009-0009-2569-951X
emilaslanovvv@gmail.com

The Moderating Impact of Age on the Relationship Between the Workplace Gender Discrimination and Employee`s Outcome in Civil Service

Abstract

One of the most widespread problems in the world is gender discrimination in the workplace. Tackling this issue is significantly important, as it has a negative impact on factors as commitment, employee satisfaction, and stress levels. The focus of this study is the civil service in Azerbaijan. This is explained by the fact that gender bias in this state influences significant professional opportunities in this sector. Despite the fact that there are a number of measures aimed at ensuring equality in the workplace, female employees still face challenges. Therefore, gender discrimination and its impact on employees' outcomes in the public sector remains an important topic. However, the main difference between this research and a number of others aimed at studying this problem is the inclusion of an additional moderating variable, age, which allows for a more detailed study of its impact on these relationships. In other words, thanks to it, it is possible to accurately convey how different demographic groups face bias in the workplace. Since this study includes a quantitative research approach, a survey of employees working in the civil service at various administrative levels was used to collect the data.

Keywords: *workplace gender discrimination, employee`s outcomes, age moderation*

Emil Aslanov
Xəzər Universiteti
magistrant
https://orcid.org/0009-0009-2569-951
emilaslanovvv@gmail.com

Yaşın iş yerində gender ayrı-seçkiliyi və dövlət qulluğunda işçinin nəticəsi arasındakı münasibətlərə moderator təsiri

Xülasə

Dünyada ən geniş yayılmış problemlərdən biri iş yerlərində gender ayrı-seçkiliyidir. Bu problemin həlli əhəmiyyətli dərəcədə vacibdir, çünki öhdəlik, işçilərin məmnunluğu və stress səviyyələri kimi amillərə mənfi təsir göstərir. Bu araşdırmanın diqqət mərkəzində Azərbaycanda dövlət qulluğudur. Bu, bu dövlətdə gender qərəzinin bu sektorda əhəmiyyətli peşəkar imkanlara təsir etməsi ilə izah olunur. İş yerlərində bərabərliyin təmin edilməsinə yönəlmiş bir sıra tədbirlərin olmasına baxmayaraq, qadın işçilər hələ də problemlərlə üzləşirlər. Buna görə də, gender ayrı-seçkiliyi və onun dövlət sektorunda işçilərin nəticələrinə təsiri mühüm mövzu olaraq qalır. Bununla belə, bu tədqiqatın bu problemin öyrənilməsinə yönəlmiş bir sıra digər tədqiqatlardan əsas fərqi onun bu əlaqələrə təsirinin daha ətraflı öyrənilməsinə imkan verən əlavə moderator dəyişənin – yaşın – daxil edilməsidir. Başqa sözlə, onun sayəsində müxtəlif demoqrafik qrupların iş yerində

qərəzlə necə üzləşdiyini dəqiq çatdırmaq mümkündür. Bu tədqiqat kəmiyyət tədqiqatı yanaşmasını əhatə etdiyi üçün məlumatların toplanması üçün müxtəlif inzibati səviyyələrdə dövlət qulluğunda çalışan işçilərin sorğusundan istifadə edilmişdir.

Açar sözlər: *iş yerində gender ayrı-seçkiliyi, işçilərin nəticələri, yaş norması*

Introduction

The conceptual model of this study demonstrates the relationship between gender discrimination and key employee outcomes: job satisfaction, job commitment, and stress levels. The age variable is included as a limiting or moderating variable.

The main components of this model are as follows:

Independent Variable: Workplace Gender Discrimination.

Dependent Variables: Job Satisfaction, Stress Level, Job Commitment.

Moderating Variables: Age.

Hypotheses for the research:

H1: The relationship between perceived gender discrimination and job satisfaction is moderated by age.

H2: The relationship between perceived gender discrimination and job commitment is moderated by age.

H3: The relationship between perceived gender discrimination and stress is moderated by age.

2. Results

2.1 Demographic profile of respondents

In order to analyze the collected data, which covers general information about the participant, the frequencies method was used. Demographic data on the survey participants are presented below.

Categories	Frequency (N=271)	Percentage
Total valid	271	
Missing system	0	
Total	271	
Gender		
Male	132	49
Female	139	51
Other		0
Age		
18-34	118	43
35-51	132	49
52 and above	21	8

Table 1: Demographic data

There are 271 participants and 271 valid responses in the survey. They were given three questions in order to determine whether they were suitable for the study (Shorten, Moorley, 2014). They had to meet all three criteria: be aged 18 and above, currently reside in Azerbaijan, and be representatives of the civil service in Azerbaijan. After meeting them, they proceeded answering 4 questions in each of sections related to variables (Gender Discrimination, Job Satisfaction, Stress Level, and Job Commitment). Moreover, the JS variable was reverse coded.

The survey results show a slight difference in the percentage of men and women participating. According to the data received, 49% of males and 51% of females took part in the survey. Moreover, there is a slight difference in the percentage of young and middle-aged respondents

participating. According to the data received, 43% of employees at the age of 18-34, 49% of those at the age of 35-51, and 8% of those at the age of 52+ took part in the survey.

Categories	Frequency (N=271)	Percentage
Supportive position	37	13.6
Administrative-executive position	175	64.3
Administrative-leading position	59	22.1

Figure 1: Participants most used social media platform

Moreover, respondents were asked to choose their job positions. The result denoted that the Administrative-executive position in the civil service is the most commonly held, with 64.3% of the participants selecting this option (Figure 1).

2.3 Pearson Correlation

In this section, the hypothesis was tested with the use of Pearson correlation analysis. This study applied the Guilford`s rules of thumb. The Pearson correlation identifies the linear relationship between two variables. The p-value is a number between 0 and 1. The null hypothesis can be rejected if the P-value is less than 5% or 0.05 (Cohen, Cohen, West, Aiken, 2003). The null hypothesis (H0) demonstrates that there is no relationship between the two variables.

In addition to that, in order to identify the strength of the relationship that is indicated by the r-value.

Correlation Coefficient	Strength of relationship
< 0.20	Negligible relationship
0.21 - 0.40	Low correlation, a weak relationship
0.41 - 0.70	Moderate relationship
0.71 - 0.90	High correlation, strong relationship
>0.90	Very strong relationship

Figure 2: Guilford`s rules of thumb (Guilford, 1973)

The Pearson Correlation analysis was applied for each of age groups. It is necessary to group the responses by age in order to carry out this analysis (Field, 2013), Thus, the correlation coefficients were calculated separately for each group (Ahdika, 2017). Each of the four variables (gender discrimination, job satisfaction, stress level, and job commitment) was aggregated using averages for the following items: GD1–GD4, JS1-JS4, SL1-SL4, and JC1–JC4. Thus, a generalized indicator is obtained. In other words, the standard practice of segmentation-based analysis favors this methodological approach (Pallant, 2020).

The results are as follows:

	GD	JS	SL	JC
GD	1	0.769**	0.787**	-0.706**
JS	0.769**	1	0.787**	-0.800**
SL	0.787**	0.787**	1	-0.688**
JC	-0.706**	-0.800**	-0.688**	1

Table 2: Correlation Matrix: 18-34 age group

18-34 Age Group (N = 118)

GD and JS: r = 0.769, p < 0.001

As the JS items are reverse-coded, there is a strong negative relationship between Gender Discrimination and Job Satisfaction in the group at the age between 18 and 34. In other words, as perceptions of gender discrimination increase, job satisfaction decreases significantly.

GD and SL: r = 0.787, p < 0.001

According to the results, there is a strong positive correlation between Gender Discrimination and Stress Level. It means, as the perceptions of gender discrimination increase, stress level increases among younger employees.

GD and JC: r = –0.706, p < 0.001

There is a strong negative correlation between perceptions of Gender Discrimination and Job Commitment in this age group.

JS and SL: r = 0.787, p < 0.001

As JS reverse-coded, there is a strong negative relationship between actual Job Satisfaction and Stress Level. This suggests that as stress increases, job satisfaction declines among the younger group.

JS and JC: r = −0.800, p < 0.001

There is a strong positive correlation between Job Satisfaction and Job Commitment. This means that as satisfaction decreases, employees' commitment to the job also drops.

SL and JC: r = −0.688, p < 0.001

There is a moderate-to-strong negative relationship between Stress Level and Job Commitment. As stress increases, employees` commitment to the job decreases.

	GD	JS	SL	JC
GD	1	0.690**	0.767**	-0.633**
JS	0.690**	1	0.668**	-0.725**
SL	0.767**	0.668**	1	-0.582**
JC	-0.633**	-0.725**	-0.582**	1

Table 3: Correlation Matrix: 35-51 age group

35–51 Age Group (N = 132)

GD and JS: r = 0.690, p < 0.001

There is a moderately strong negative relationship is between Gender Discrimination and Job Satisfaction. In other words, as perceived gender discrimination increases, job satisfaction declines.

GD and SL: r = 0.767, p < 0.001

There is a strong positive relationship between Gender Discrimination and Stress Level in this age group.

GD and JC: r = –0.633, p < 0.001

There is a moderate to strong negative correlation between perceived Gender Discrimination and Job Commitment. It means that as the perceived Gender Discrimination increases the Job Commitment decreases.

JS and SL: r = 0.668, p < 0.001

There is a moderately strong negative relationship between a Job Satisfaction (reverse-coded) and Stress Level. As stress increases, job satisfaction decreases among the middle age group.

JS and JC: r = −0.725, p < 0.001

There is a strong positive correlation between Job Satisfaction and Job Commitment. This implies that as job satisfaction increases, employees` commitment to job increases.

SL and JC: r = −0.582, p < 0.001

There is a moderate negative relationship between Stress Level and Job Commitment. In other words, as Stress Level increases, Job Commitment decreases.

	GD	JS	SL	JC
GD	1	0.662**	0.659**	-0.703**
JS	0.662**	1	0.794**	-0.742**
SL	0.659**	0.794**	1	-0.598**
JC	-0.703**	-0.742**	-0.598**	1

Table 4: Correlation Matrix: 52 and above age group

52 and above Age Group (N = 21)

Although the sample size is relatively small, all correlations remain statistically significant and demonstrate consistently strong relationships. These findings highlight that older employees are also impacted by gender discrimination, particularly in terms of psychological well-being and motivation.

GD and JS: r = 0.662, p = 0.001

There is a strong inverse relationship between Gender Discrimination and Job Satisfaction. In other words, as perceived Gender Discrimination increases, Job Satisfaction decreases among older employees.

GD and SL: r = 0.659, p = 0.001

There is a strong positive correlation between perceived Gender Discrimination and Stress Level. It means, as perceived Gender Discrimination increases, Stress Level increases in this age group.

GD and JC: r = –0.703, p < 0.001

There is a strong negative correlation between Gender Discrimination and Job Commitment. Therefore, as perceived Gender Discrimination increases, Job Commitment decreases among older civil servants.

JS and SL: r = 0.794, p < 0.001

There is a strong negative relationship between actual Job Satisfaction (reverse-coded) and Stress Level. As stress increases, actual job satisfaction decreases among this age group.

JS and JC: r = −0.742, p < 0.001

A strong positive relationship (JS is reverse-coded) exists between Job Satisfaction and Job Commitment. In other words, as Job Satisfaction decreases, Job Commitment decreases.

SL and JC: r = −0.598, p = 0.004

There is A moderate negative relationship between Stress Level and Job Commitment. This suggests that higher stress levels reduce the older employees' attachment to their job.

2.4 Regression Analysis

A multiple linear regression model will be used in the study. It is explained by the fact that this model includes more than one regressor variable (Collis and Hussey, 2021). The main difference between this model and Pearson correlation is that the former considers the impact of multiple variables at the same time. Unlike a multiple linear regression model, Pearson correlation exposes the correlation between two variables only regardless others (Hair, Black, Babin, Anderson, 2021). In this study, in order to test hypothesis about the moderating role of gender in the relationship between satisfaction and gender discrimination (H1), multiple regression was performed to include the interaction between gender discrimination variables (GD) and age (Age) (Tabachnick, Fidell, 2019). The absolute value of the betta coefficient is responsible for the order of effects of the independent variables` impact on the dependent variable.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.716	0.513	0.507	0.57311

Table 5: Model Summary

Based on the Table 5 above, the Adjusted R square coefficient depicted the impact of 3 independent variables (Age, GD, GD×Age) on the dependent variable (JS). According to the results, it can be said that these independent variables explain 51.3% of the variation in the dependent variable. The remaining 48.7% are due to the non-model variables and random error.

Model	Sum of Squares	df	Mean Square	F / Sig.
Regression / Residual / Total	92.355 / 87.696 / 180.051	3 / 267 / 270	30.785 / 0.328 / -	93.728 / < 0.001

Table 6: ANOVA

After the impact of the independent variables on the dependent variable is determined, the F test in the ANOVA table (Table 6) proceeds checking whether this linear regression model is applicable and extensible to the whole. As the significance value of the F-test is less than 0.001, it means that the model significantly explains the dependent variable JS.

Variable	Unstd. Coeff. (B)	Std. Error	Std. Coeff. (Beta)	t	Sig.
(Constant)	0.773	0.137	-	5.636	< 0.001
GD	0.618	0.053	0.774	11.686	< 0.001
Age	0.113	0.140	0.086	0.811	0.418
GDxAge	-0.062	0.053	-0.139	-1.180	0.239

Table 7: Coefficients

According to Table 7, the variable GD (Gender Discrimination) has a significant impact on JS (Job Satisfaction), as indicated by $B = 0.618$, $p < 0.001$. This confirms that perceived discrimination significantly reduces job satisfaction (JS is reverse-coded). The standardized coefficient Beta = 0.774 suggests a strong effect size.

However, the direct impact of Age on Job satisfaction is not significant ($B = 0.113$, $p = 0.418$). In other words, age alone does not explain variations in job satisfaction. The standardized coefficient Beta = 0.086 confirms that there is a weak influence. Moreover, the interaction term GDxAge is also statistically insignificant ($B = -0.062$, $p = 0.239$). It means that age does not moderate the relationship between gender discrimination and job satisfaction. Therefore, the H1 hypothesis is rejected.

Model	R	R Square	Adjusted R Square
1	0.667	0.444	0.438

Table 8: Model Summary

Based on Table 8 above, the Adjusted R square coefficient depicted the impact of 3 independent variables (Age, GD, GD×Age) on the dependent variable (JC). According to the results, these independent variables explain 44.4% of the variance in job commitment. The remaining 55.6% is due to other variables not included in the model or random error.

Model	Sum of Squares	df	Mean Square	F / Sig.
Regression / Residual / Total	86.343 / 108.000 / 194.343	3 / 267 / 270	28.781 / 0.404 / -	71.153 / < 0.001

Table 9: ANOVA

The ANOVA table (Table 9) confirms the statistical significance of the model. The F-statistic is 71.153 with a significance level below 0.001, indicating that the overall regression model significantly predicts the dependent variable (JC).

Variable	Unstd. Coeff. (B)	Std. Error	Std. Coeff. (Beta)	t	Sig.
(Constant)	4.874	0.152	-	32.006	< 0.001
GD	-0.547	0.059	-0.659	-9.323	< 0.001
Age	-0.001	0.155	0.000	-0.004	0.997
GDxAge	-0.008	0.059	-0.016	-0.129	0.898

Table 10: Coefficients

According to Table 10, GD is a statistically significant predictor of JC (B = -0.547, p < 0.001), indicating that higher levels of perceived gender discrimination are associated with lower commitment. However, neither age (B = -0.001, p = 0.997) nor the interaction term GD×Age (B = -0.008, p = 0.898) were statistically significant. In other words, age does not significantly moderate the relationship between gender discrimination and job commitment. Therefore, the hypothesis H2 is not supported.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.762	0.581	0.576	0.65875

Table 11: Model Summary

Based on the Table 11 above, the Adjusted R square coefficient shows that three independent variables (Age, GD, GD×Age) explain 57.6% of the variation in the dependent variable (Stress Level). The remaining 42.4% of the variation is explained by variables not included in the model and random error.

Model	Sum of Squares	df	Mean Square	F	Sig.
1	160.731 / 115.864 / 276.595	3 / 267 / 270	53.577 / 0.434 / -	123.464	< 0.001

Table 12: ANOVA

Table 12 confirms the overall significance of the regression model through the F-test. Since the p-value is less than 0.001, it indicates that the model significantly explains the variance in the dependent variable (Stress Level).

Variable	Unstd. Coeff. (B)	Std. Error	Std. Coeff. (Beta)	t	Sig.
(Constant)	0.285	0.158	-	1.805	0.072
GD_mean	0.802	0.061	0.809	13.183	<0.001
Age_num	0.130	0.160	0.080	0.808	0.420
GD×Age	-0.062	0.061	-0.112	-1.029	0.305

Table 13: Coefficients

According to Table 13, the perception of gender discrimination (GD) is a statistically significant predictor of stress level ($p < 0.001$). Despite that, the interaction term GD×Age is not significant ($p = 0.305$). It implies that the age does not significantly moderate the relationship between gender discrimination and stress level. At the same time, the age variable itself is not a significant predictor of stress ($p = 0.420$). As a result, the hypothesis H3 is not supported.

Hypothesis	Result
H1: The relationship between perceived gender discrimination and job satisfaction is moderated by age.	Not Supported
H2: The relationship between perceived gender discrimination and job commitment is moderated by age.	Not Supported
H3: The relationship between perceived gender discrimination and stress is moderated by age.	Not Supported

Table 14: Hypothesis testing

Conclusion

The main aim of this study was to examine the moderating effect of age on perceived gender discrimination in the workplace and it´s association with three major employee outcomes: job satisfaction, organizational commitment and stress level (Judge, Thoresen, Bono, Patton, 2007).

The result agreed that gender discrimination has an empirical significance on all three outcomes for the total sample, and that statistically significant. Positively stated, more discrimination is related to lower job satisfaction and organizational commitment and more stress among employees. When testing a moderated effect of age, the regression analyses showed none of the GD × Age interactive terms to be statistically significant. What this means is that age does not effectively serve as a moderator in which gender discrimination has different effects on any outcome variable.

This indicates that gender discrimination and workplace support for diversity are critical workplace factors that if managed well will reduce gender based discriminatory behavior reducing the level to which employees are dissatisfied and feel mentally unwell so no particular age groups need to be targeted for interventions (Velez, Moradi, Brewster, 2013; Nishii, 2013).

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