Abstract:

Purpose: The aim of the article was to get to know the views on the issues related to "age management" and to indicate the similarities and differences in the opinions of distant age groups in the field of interpretation of the concept of "age management", motivations delaying reaching retirement age, benefits resulting from the implementation of the concept of "age management" for the employer and employee, conditions that should exist for "age management" to bring positive effects and select the greatest beneficiaries of this concept.

Design/Methodology/Approach: The study included people in retirement age and adolescents who have not yet finished their education. These are groups of people whose views on age management are poorly understood, but can be the key to understanding and reaching intergenerational agreement in the workplace.

Findings: The current and projected demographic changes pose a new challenge for employers in the field of human resource management and cannot be ignored. In fact, this is a double challenge as it means attracting young talent while retaining older workers who have already reached retirement age. People participating in the labour market represent different generations, differing in values, expectations and motivation to work.

Practical implications: Human potential of different ages, with appropriate shaping of employees' attitudes towards the problems of aging, which is a natural process, can combine the bravado and creativity of younger staff with the experience and accuracy of older employees. Sustainable management in this area may translate into greater job satisfaction, and thus, increase the efficiency of the organization and shape their social responsibility.

Originality/Value: A critical analysis of the research literature and research results related to the management of age diversity allowed to answer research questions on age management. The stereotypes related to the employment of older people were reviewed, the benefits of understanding and implementing the concept of age management were indicated, and situations in which understanding and implementing the concept of age management can bring positive results were indicated.

Keywords: Management, diversity management, age management, organizations.

JEL codes: M12, M54.

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1Faculty of Management, Czestochowa University of Technology, Czestochowa, Poland, ORCID 0000-0002-0377-3071 e-mail: b.ziolkowska@pcz.pl
1. Introduction

The present and predicted demographic changes pose a new challenge for employers in terms of human resource management and cannot be ignored. In fact, it is a double challenge, because it means attracting young talent while retaining older workers who have already reached the retirement age. Age management in enterprises is becoming an increasingly important issue. In publications, the issue of extending the employment period and increasing the retirement age of employees has been invariably, for ten years, is still present. This is primarily due to forecasts of demographic trends for the next 20 years, which confirm that society will age rapidly in this period, the number of people in retirement age will increase, especially in relation to young people entering the labor market. All this makes it even harder and harder to find employees, especially loyal employees willing to devote themselves to a professional career.

Assuming that a generation is a separable group of people born at around the same time and defined by common major events at the critical stages of development, one can currently distinguish four active generations of employees as described in the literature (Hysa, 2016), namely, the Silent Generation – born in 1922-1944 – the so-called builders of modern Europe, Baby Boomers – born in 1945-1964 – the so-called generation of demographic peak and economic boom, generation X – born in 1965-1980 – growing up in the period of crisis of the 1970s, generation Y (the so-called Millennials) – born in 1981-1994 – raised in the age of globalisation and widespread access to the Internet. The next generation, which is gradually entering the labour market, is generation Z, i.e., people born after 1995.

The purpose of the article is to indicate the direction of the expectations of pre-working age people related to the Age Management concept, its understanding and understanding of the legitimacy of implementation in enterprises. This study was conducted in the context of opinions presented in this area, by people who already have their professional activity behind them.

For the needs of the conducted research, the following working hypothesis was adopted: Knowledge about Age Management and views on the legitimacy of implementing this concept in enterprises presented by young people, before starting their professional career, differ from those presented by people of retirement age. The perspective from which both groups of people look at the issue of managing age-diverse personnel means that their opinions can be important for managers who create age diversity management systems in enterprises in a way that creates added value for all stakeholders.

2. Research Background

The idea of "age management" as a remedy for unfavourable demographic trends and the increasing process of population ageing in highly developed countries
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appeared in the 1990s in the United States (Loden and Rosener, 1991; Griggs, 1995). Later it also became popular in the EU and other countries across the world as an element of employee diversity management in organisations (Rosado, 2008). Since then, the issue of population ageing in relation to the size and quality of the labour force has gained importance (Vernon, 2010) and is increasingly considered in the context of future economic growth, efficiency and competitiveness worldwide (Negele and Walker, 2006). According to (Cepinskis and Kanisauskaite, 2009), the unprecedented phenomenon of fast population ageing has a strong impact on a range of areas of public life, affecting, in particular, social security, labour market and employment, education and health care systems, pension schemes, as well as income distribution and savings (Walker, 2015). Therefore, a need arises to take advantage of employees’ age diversity, both at the macro- and microeconomic levels, and to take into account different needs of employees of different ages as well as the differences in their functioning.

Williams and O’Reilly point out that from the perspective of sociological group categorisation, people prefer being around and cooperating with those who are similar to them (Williams and O’Reilly 1998). Because in many organisations the employees represent at least three generations, the key problem for managers is to make them capable of cooperation (Böhm and Kunze, 2014). According to Walker's approach (1997), age management refers to various dimensions of human resource management in organisations which focus on the issue of ageing. In a broader sense, it also involves management of workforce ageing via shaping public policy by creating solutions at the level of a country or e.g., EU. Employee age diversity management consists in planning and implementing the practice of managing employees of different ages in a way that maximises potential benefits and minimises potential shortcomings of diversity (Cox 1994).

Čiutienė and Railaitė (2013) stated that the ability to create a working environment where the potential of employees of different ages is skilfully used is an organisation's competitive advantage today. An increase in work productivity due to age diversity is based on the assumption that employees working in diverse groups, demographically or otherwise, can be assigned more varied tasks, as they have a broader expertise (Bell, 2007). The skills and capabilities of the members of such teams are cumulated. Also, there is an increase in creativity in such teams, leading to better decision-making (Grzebyk et al., 2014). Thus, a skilful combination of personal and professional assets of younger and older employees can help to achieve a success and stimulate the organisation's development. It also results in the reduction of employees' stress, as older employees, not threatened by forced early retirement, are more open towards young people, who in turn feel safe knowing that they can draw on the experience of older colleagues and plan the development of their professional life in the long run.

There are many harming stereotypes that older people over 50 have to face in the workplace on a daily basis (Grima, 2011). Some think that older people are less
productive, do not want to upskill, and are more expensive for employers due to their length of service and professional experience (Fornalczyk et al., 2015). As a result, employers do not provide appropriate training courses to this group of employees, which leads to a decrease in their productivity, motivation to act and confidence in their abilities (Taylor, 2008). It is also thought that older workers work more slowly. However, as studies show, older employees often work more slowly because they want to avoid mistakes, which slows down the work pace (Szaban, 2013).

The current and projected demographic changes pose a new challenge for employers in terms of human resource management and cannot be ignored (Cichorzewska et al., 2015). In fact, it is a double challenge, as it means attracting young talent while retaining older workers (Froehlich et al., 2015). In hindsight, it can be noted that measures in the area of age management have a positive impact and their measurable effect is an increase in employment rate among older people (aged from 55 to 64) across the EU (the average for EU-28 in 2001 was almost 39%, whereas in 2016 the share of the employed in that age bracket was as high as 55%) (data from Eurostat).

In the research literature, two different approaches to the issues of age management in enterprises can be distinguished, narrow and broad. The first approach mainly takes into account the specific needs of older employees resulting from the ageing process, and seeks to find the answer to the question: What to do, what solutions to apply to fully exploit their professional potential in an enterprise. In the broad approach, age management is classified as an element of diversity management. Consequently, this concept is focused on the potential of people of different ages, and employee management involves combining different generations, combining their needs and taking advantage of their capabilities. Employees cooperating in age diverse teams can create added value from the synergy of the competencies and potential of people of different ages (Mazur-Wierzbicka, 2018). The positive aspect of this approach is the fact that it seeks to explain how a team’s age diversity has a positive impact on work effectiveness. The author extended the perception of age management and decided that in order to develop an appropriate view on this issue, research should include people who already have professional activity behind them (pensioners) and people who have not yet completed education and are gaining first experience at paid work (students).

3. Research Methodology

The aim of the study was to examine how the concept of "age management" was perceived by post-working age people and young people who have not yet completed education and are gaining first experience at paid work. In order to achieve this aim, the following research questions were formulated:
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- How do I understand the concept of "age management"?
- What motivations could drive me to continue professional activity after reaching the retirement age?
- What benefits can "age management" bring to the employer?
- Why can "age management" benefit the employee?
- In what situation can "age management" work?
- What stereotypes are most depreciatory to people aged 50+ in the labour market?
- Who would benefit most from the implementation of the concept of "age management"?

The study whose results are presented below covered members of a University of the Third Age and full-time students. A total of 131 people participated in the study - 66 in the group of young people (62 people aged 18-25, three people aged 26-35 and one person aged 36-45) and 65 retirement-age people (three people aged 56-60, 13 people aged 61-65, 22 people aged 66-70, 17 people aged 71-75 and 10 people aged over 75). The groups under comparison are characterised in detail below.

The group of young people comprised 30 females (45.5%) and 36 males (54.5%). The overwhelming majority of the participants had secondary level education (62 people, 93.9%), three people had higher level education (4.5%), and only one person had primary level education (1.5%). Of those surveyed, 45 performed white-collar jobs (68.2%), while the remaining 21 - blue-collar jobs (31.8%). Nine respondents (13.6%) were professionally active, 31 were students (47%), four people defined themselves as unemployed (6.1%), and one person was on a pension due to serious health problems (1.5%). 37 participants indicated that they never worked (56.1%), 28 participants (42.4%) declared that they worked for less that a year, and only one person indicated having worked 1 to 5 years (1.5%).

The group of older people consisted of 59 females (90.8%) and 6 males (9.2%). The number of people with secondary level education (31 people, 47.7%) was similar to that with higher level education (52.3%). Of those surveyed, 60 performed white-collar jobs (92.3%), 4 people performed blue-collar jobs (6.2%), and one person did not provide an answer to that question. Nine respondents (13.6%) were professionally active, 55 were retired (84.6%), and one person did not provide an answer to that question. One person indicated having worked 10-15 years, three (4.6%) declared having worked 20-25 years, 19 (29.2%) indicated having worked 25-30 years, 18 (27.7%) declared having worked 30-35 years, 11 (16.9%) indicated having worked 35-40 years, ten (13.8%) declared having worked 40-45 years, three indicated having worked 45-50 years, and one person did not provide an answer to that question.

The age of retiring varied greatly - 13 people (20%) indicated having retired at the age of 50-55, 24 (36.9%) retired at the age of 56-60, 23 (35.4%) retired at the age of
61-65, two retired at the age of 70-75, one person (1.5%) retired at the age of 66-70, one person (1.5%) retired at the age of over 76, and one person did not provide an answer to that question.

4. Results

In order to find answers to the research questions and hypotheses, statistical analyses were conducted with the help of the package IBM SPSS Statistics 23. The software was used to conduct analysis of basic descriptive statistics, perform Kolmogorov–Smirnov tests, Student’s \( t \) tests for independent samples, \( \chi^2 \) tests and Fisher’s exact tests. The classical threshold \( \alpha = 0.05 \) was set for significance level; with statistical probability test results of \( 0.05 < p < 0.1 \) interpreted as significant at statistical trend level.

Table 1. Basic descriptive statistics of the examined quantitative variables in the group of young people

| M   | Me  | SD  | Sk  | Kurt. | Min. | Max  | K-S  | \( p \) |
|-----|-----|-----|-----|-------|------|------|------|-------|
| 3.30| 3   | 1.72| 0.13| -1.18 | 1    | 6    | 0.14 | 0.003 |

Prevents qualification gaps

| 2.94| 3   | 1.55| 0.49| -0.67 | 1    | 6    | 0.17 | \(<0.001\) |

Gives a longer period of return on training investments

| 4.26| 5   | 1.71| -0.55| -1.12 | 1    | 6    | 0.24 | \(<0.001\) |

Experienced employees are a source of experience for their younger colleagues and can share their knowledge

| 4.06| 4   | 1.54| -0.79| -0.31 | 1    | 6    | 0.23 | \(<0.001\) |

Keeping employees in employment helps a company to avoid the loss of important skills and experience

| 3.03| 3   | 1.59| 0.40| -0.93 | 1    | 6    | 0.18 | \(<0.001\) |

Employing older people and taking care of their professional development may enhance a company’s image

| 3.38| 3   | 1.73| 0.15| -1.23 | 1    | 6    | 0.15 | 0.001 |

It is ethical and boosts morale among the employees and shapes a friendly organisational culture

| 2.60| 3   | 1.01| -0.14| -1.04 | 1    | 4    | 0.21 | \(<0.001\) |

Prepresents a specific proposal of extending employees’ professional activity taking account of their needs and possibilities in the workplace.

| 2.61| 3   | 1.19| -0.09| -1.52 | 1    | 4    | 0.21 | \(<0.001\) |

Enables continuous development and up-skilling within the profession

| 2.36| 2   | 1.12| 0.12| -1.36 | 1    | 4    | 0.19 | \(<0.001\) |

Longer professional activity slows down ageing processes in people and is a source of the joy of life

| 2.39| 2   | 1.16| 0.20| -1.40 | 1    | 4    | 0.20 | \(<0.001\) |

It would significantly reduce the discrimination against older people and their exclusion from the labour market

| 2.80| 3   | 1.15| -0.35| -1.37 | 1    | 4    | 0.24 | \(<0.001\) |

Such employees often get sick and suffer from more disorders than young people

| 2.26| 2   | 1.23| 0.35| -1.50 | 1    | 4    | 0.24 | \(<0.001\) |

They are not worth investment as they have only a few years of professional
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activity before they retire

| Activity                                      | Mean | Std Dev | Skewness | Kurtosis | Min | Max | Significance |
|-----------------------------------------------|------|---------|----------|----------|------|-----|-------------|
| Older employees do not want to develop or participate in trainings | 2.55 | 3       | -0.14    | -0.79    | 1    | 4   | <0.001      |
| They do not show initiative or engagement in their work             | 2.39 | 2       | 1.09     | -1.29    | 1    | 4   | <0.001      |

Note: M – mean; Me – median; SD – standard deviation; Sk. – skewness; Kurt. – kurtosis; Min and Max. – lowest and highest values of the distribution; K-S – result of the Kolmogorov–Smirnov test; p – significance

Source: Own study based on the conducted research.

First, basic descriptive statistics of the examined quantitative variables were calculated along with Kolmogorov–Smirnov tests for normality of the distributions of the examined variables. Analysis was conducted separately for two groups under study - young people (Table 1) and retirement-age people (Table 2).

As can be seen, all the examined variables showed distributions other than Gauss distribution. In such a case, it is advisable to perform additional verification of the skewness values of the distributions of such variables. If it is within the range +/- 2, it can be assumed that the distribution of the examined variable is not significantly asymmetric relative to the mean (George and Mallery, 2010). Such skewness values were recorded in the case of all of the examined variables. For that reason, in this chapter, statistical analyses will be performed for the presented variables using parametric tests.

The next step sought to find out whether young people and retirement-age people perceive the "age management" term in a different way. To that end, $\chi^2$ test was performed. It turned out to be statistically significant: $\chi^2(3) = 24.51; p < 0.001$ As can be seen in Table 3, the prevailing response among the retirement-age people was "An interesting proposal, because I would like to be professionally active as long as possible", whereas the response "An unnecessary action, because older people should undertake household responsibilities/care for grandchildren and help their grown-up children so that they can work" was not provided at all. In the group of younger people, these responses were provided by almost equal number of participants. The effect size, as measured by Cramér's V, was medium: $V = 0.43$.

The next step sought to find out whether young people and retirement-age people differ in terms of indicating the main incentive for longer professional activity. To that end, $\chi^2$ test was performed. It turned out to be statistically significant: $\chi^2(4) = 16.02; p = 0.003$.

As can be seen in Table 4, the prevailing response among the young people was "The employer would offer me flexible working time or the possibility of partially working remotely (from home) using modern information and communications technologies", whereas in the group of retirement-age people the most frequent response was "There would be a good atmosphere and proper inter-generations relations at the workplace." The effect size was medium: $V = 0.35$. 
**Table 2. Basic descriptive statistics of the examined quantitative variables in the group of retirement-age people**

|                                      | M   | Me  | SD   | Sk.  | Kart. | Min | Max | K-S   | p     |
|--------------------------------------|-----|-----|------|------|-------|-----|-----|-------|-------|
| Prevents qualification gaps           | 3.32| 3   | 1.74 | 0.29 | -1.30 | 1   | 6   | 0.19  | <0.001|
| Gives a longer period of return on    | 3.19| 3   | 1.74 | 0.15 | -1.26 | 1   | 6   | 0.16  | <0.001|
| training investments                  |     |     |      |      |       |     |     |       |       |
| Experienced employees are a source of | 4.29| 5   | 1.79 | -0.64| -1.03 | 1   | 6   | 0.21  | <0.001|
| experience for their younger colleagues and can share their knowledge |     |     |      |      |       |     |     |       |       |
| Keeping employees in employment helps | 3.83| 4   | 1.59 | -0.37| -1.03 | 1   | 6   | 0.22  | <0.001|
| a company to avoid the loss of important skills and experience |     |     |      |      |       |     |     |       |       |
| Employing older people and taking    | 3.22| 3   | 1.40 | 0.10 | -0.85 | 1   | 6   | 0.15  | 0.001 |
| care of their professional development |     |     |      |      |       |     |     |       |       |
| may enhance a company's image         |     |     |      |      |       |     |     |       |       |
| It is ethical and boosts morale among | 3.15| 3   | 1.73 | 0.24 | -1.15 | 1   | 6   | 0.15  | 0.001 |
| the employees and shapes a friendly organisational culture |     |     |      |      |       |     |     |       |       |

**Significance of the "age management" benefits for the employee**

|                                      | M   | Me  | SD   | Sk.  | Kart. | Min | Max | K-S   | p     |
|--------------------------------------|-----|-----|------|------|-------|-----|-----|-------|-------|
| Presents a specific proposal of      | 2.22| 2   | 1.10 | 0.36 | -1.19 | 1   | 4   | 0.21  | <0.001|
| extending employees' professional     |     |     |      |      |       |     |     |       |       |
| activity taking account of their needs |     |     |      |      |       |     |     |       |       |
| and possibilities in the workplace.  |     |     |      |      |       |     |     |       |       |
| Enables continuous development and    | 2.39| 2   | 1.00 | 0.23 | -0.95 | 1   | 4   | 0.24  | <0.001|
| up-skilling within the profession     |     |     |      |      |       |     |     |       |       |
| Longer professional activity slows    | 3.02| 4   | 1.17 | -0.70| -1.07 | 1   | 4   | 0.31  | <0.001|
| down ageing processes in people and is |     |     |      |      |       |     |     |       |       |
| a source of the joy of life           |     |     |      |      |       |     |     |       |       |
| It would significantly reduce the     | 2.39| 3   | 1.07 | -0.04| -1.30 | 1   | 4   | 0.24  | <0.001|
| discrimination against older people    |     |     |      |      |       |     |     |       |       |
| and their exclusion from the labour market |     |     |      |      |       |     |     |       |       |

**Significance of the depreciation level of specific stereotypes**

|                                      | M   | Me  | SD   | Sk.  | Kart. | Min | Max | K-S   | p     |
|--------------------------------------|-----|-----|------|------|-------|-----|-----|-------|-------|
| Such employees often get sick and     | 2.59| 3   | 1.20 | -0.09| -1.53 | 1   | 4   | 0.20  | <0.001|
| suffer from more disorders than young people |     |     |      |      |       |     |     |       |       |
| They are not worth investment as they | 2.62| 3   | 1.16 | -0.20| -1.40 | 1   | 4   | 0.20  | <0.001|
| have only a few years of professional activity before they retire |     |     |      |      |       |     |     |       |       |
| Older employees do not want to develop or participate in trainings | 2.45| 2   | 0.95 | 0.22 | -0.84 | 1   | 4   | 0.25  | <0.001|
| They do not show initiative or       | 2.35| 2   | 1.17 | 0.12 | -1.47 | 1   | 4   | 0.22  | <0.001|
| engagement in their work              |     |     |      |      |       |     |     |       |       |

**Note:** M – mean; Me – median; SD – standard deviation; Sk. – skewness; Kurt. – kurtosis; Min and Max. – lowest and highest values of the distribution; K-S – result of the Kolmogorov–Smirnov test; p – significance

**Source:** Own study based on the conducted research

**Table 3. Evaluation of the importance of the "age management" concept in the analysed groups**

| An interesting proposal, because I would like to be professionally active as long as possible | young people | retirement-age people |
|------------------------------------------------------------------------------------------|--------------|-----------------------|
| N                                                                                       | 20           | 35                    |
| %                                                                                       | 30.30%       | 53.80%                |
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An unnecessary action, because older people should undertake household responsibilities/care for grandchildren and help their grown-up children so that they can work  

I prefer spending my time after retirement in a different, more satisfying way, even on a significantly lower income  

A very good solution, but only for people with very low pension benefits  

Source: Own study based on the conducted research.

Table 4. The main incentive for longer professional activity in the analysed groups

| Benefit                                                                 | young people | retirement age people |
|-------------------------------------------------------------------------|--------------|-----------------------|
| The employer would offer me flexible working time or the possibility of partially working remotely (from home) using modern information and communications technologies | N = 38       | 18                    |
| % 57.60%                                                               | 27.70%       |
| There would be a good atmosphere and proper inter-generations relations in the workplace | N = 14       | 21                    |
| % 21.20%                                                               | 32.30%       |
| Being forced by difficult economic conditions                           | N = 12       | 14                    |
| % 18.20%                                                               | 21.50%       |
| Continuing the work in the present workplace under the same conditions | N = 2        | 10                    |
| % 3.00%                                                               | 15.40%       |
| I would agree to work longer even if I received a lower salary          | N = 0        | 2                     |
| % 0.00%                                                               | 3.10%        |

Source: Own study based on the conducted research.

The next step sought to find out whether young people and retirement-age people differed in perceiving the importance of the listed benefits of "age management" for the employer. To that end, analyses were performed by means of Student's t test for independent samples. As can be seen in Table 5, no statistically significant differences were recorded, not even at a statistical trend level. Thus, the significance of the different benefits was similar in both the groups under comparison. The next step sought to find out whether young people and retirement-age people differed in perceiving the significance of the different benefits of "age management" for the employee. To that end, analyses were performed by means of Student's t test for independent samples.

As can be seen in Table 6, two statistically significant differences were found. For young people, the benefit "Presents a specific proposal of lengthening employees' professional activity taking account of their needs and possibilities at the workplace" was more important than for retirement-age people.

Moreover, young people indicated the benefit "Longer professional activity slows down ageing processes in people and is a source of the joy of life" less often than retirement-age people. The strength of the first effect, as measured by Cohen's $d$, was small, whereas that of the second one was medium. For the remaining two benefits under analysis, differences were not found, not even at a statistical trend level.
Table 5. Significance of the "age management" benefits for the employer in the analysed groups

| Benefit                                                                 | young people \((n = 66)\) | retirement-age people \((n = 65)\) | 95% CI         |
|------------------------------------------------------------------------|-----------------------------|-----------------------------------|----------------|
| Prevents qualification gaps                                              | 3.30 1.72                   | 3.32 1.74                         | -0.07 0.947    |
| Gives a longer period of return on training investments.                | 2.94 1.55                   | 3.19 1.74                         | -0.85 0.396    |
| Experienced employees are a source of experience for their younger colleagues and can share their knowledge                              | 4.26 1.71                   | 4.29 1.79                         | -0.11 0.910    |
| Keeping employees in employment helps a company to avoid the loss of important skills and experience.                          | 4.06 1.54                   | 3.83 1.59                         | 0.84 0.401     |
| Employing older people and taking care of their professional development may enhance a company's image                         | 3.03 1.59                   | 3.22 1.40                         | -0.71 0.480    |
| It is ethical and boosts morale among the employees and shapes a friendly organisational culture                                | 3.38 1.73                   | 3.15 1.73                         | 0.75 0.457     |

Note: \(M\) – mean; \(SD\) – standard deviation; \(t\) – Student's \(t\) test results; \(p\) – statistical significance, \(CI\) – confidence interval; \(LL\) – lower limit; \(UL\) – upper limit

Source: Own study based on the conducted research.

Table 6. Significance of the "age management" benefits for the employee in the analysed groups

| Benefit                                                                 | young people \((n = 66)\) | retirement age people \((n = 65)\) | 95% CI         |
|------------------------------------------------------------------------|-----------------------------|-----------------------------------|----------------|
| Presents a specific proposal of lengthening employees' professional activity taking account of their needs and possibilities at the workplace | 2.60 1.01                 | 2.22 1.10                         | 2.08 0.040     |

Note: \(M\) – mean; \(SD\) – standard deviation; \(t\) – Student's \(t\) test results; \(p\) – statistical significance, \(CI\) – confidence interval; \(LL\) – lower limit; \(UL\) – upper limit

Source: Own study based on the conducted research.
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Enables continuous development and up-skilling within the profession
Longer labour market participation slows down ageing processes in people and is a source of the joy of life

|                     | young people | retirement age people |
|---------------------|--------------|-----------------------|
| 2.61                | 1.19         | 2.39                  |
| 1.00                | 1.16         | 0.249                 |
| 0.16                | 0.60         | 0.20                  |
| 2.36                | 1.12         | 3.02                  |
| 1.17                | -3.27        | 0.001                 |
| -1.05               | -0.16        | 0.26                  |
| 0.249               | -1.05        | 0.57                  |

It would significantly reduce the discrimination against older people and their exclusion from the labour market

|                     | young people | retirement age people |
|---------------------|--------------|-----------------------|
| 2.39                | 1.16         | 2.39                  |
| 1.07                | 0.00         | 1.000                 |
| -0.39               | 0.39         | 0.00                  |

Note: M – mean; SD – standard deviation; t – result of Student's t test; p – statistical significance; CI – confidence interval; LL – lower limit; UL – upper limit
Source: Own study based on the conducted research.

The next step sought to find out whether young people and retirement age people differed in their perception of when "age management" could work. To that end, \( \chi^2 \) test was performed. However it turned out to be not statistically significant: \( \chi^2(3) = 1.70; p = 0.637 \). As can be seen in Table 7, the responses occurred with similar frequency in both the groups.

The next step sought to find out whether young people and retirement-age people differed in assessing the depreciation level of indicated stereotypes of people aged 50+ in the labour market. To that end, analyses were performed by means of Student's \( t \) test for independent samples. As can be seen in Table 8, no statistically significant differences were found. The next step sought to find out whether young people and retirement-age people differed in identifying the main beneficiary of the implementation of the concept of "age management." Because the assumptions of \( \chi^2 \) test had not been met, Fisher's exact test was performed.

Table 7. Assessment of the significance of the "age management" concept in the groups under study

| The global proportion of working-age people is decreasing and we are facing ageing of such workforce | young people | retirement age people |
|---------------------------------------------------------------------------------------------------|--------------|-----------------------|
| N 10                                                                                              | 10           |
| % 15.20%.                                                                                         | 15.40%.      |
| Always, because the employer should tap into the potential of older employees and at the same time enable them to develop professionally, and create the right working conditions for people of any age | N 16         | 20                    |
| % 24.20%.                                                                                         | 30.80%.      |
| It will benefit both enterprises and employees, enabling employment in more suitable conditions with respect for the natural issue of ageing and the resulting changes. | N 25         | 18                    |
| % 37.90%.                                                                                         | 27.70%.      |
| The implementation of the concept will lead to | N 15         | 17                    |
employees staying longer in employment and being more willing to share their experience with younger employees.

Source: Own study based on the conducted research.

Table 8. Assessment of the depreciation level of people aged 50+ in the labour market by presented stereotypes

| | young people | retirement age people |
|---|---|---|
| M | SD | M | SD | t | p | LL | UL | Cohen's d |
| 2.80 | 1.15 | 2.59 | 1.20 | 1.06 | 0.290 | -0.19 | 0.62 | 0.19 |
| 2.26 | 1.23 | 2.62 | 1.16 | -1.71 | 0.089 | -0.77 | 0.06 | 0.30 |
| 2.55 | 0.93 | 2.45 | 0.95 | 0.60 | 0.547 | -0.23 | 0.42 | 0.11 |

Such employees often get sick and suffer from more disorders than young people. They are not worth investing in, as they only have a few years of professional activity before they retire. Older employees do not want to develop or participate in trainings. They do not show initiative or engagement in their work.

Note: M – mean; SD – standard deviation; t – result of Student’s t test; p – statistical significance; CI – confidence interval; LL – lower limit; UL – upper limit

Source: Own study based on the conducted research.

Table 9. The main beneficiary of the implementation of the concept of "age management" as assessed by the respondents in the groups under study

| | young people | retirement-age people |
|---|---|---|
| enterprises | N | 17 | 12 |
| % | 25.80% | 18.50% |
| households | N | 3 | 5 |
| % | 4.50% | 7.70% |
| state | N | 16 | 14 |
| % | 24.20% | 21.50% |
| all the above-listed groups | N | 28 | 32 |
| % | 42.40% | 49.20% |
| none of the above-listed entities | N | 2 | 2 |
| % | 3.00% | 3.10% |

Source: Own study based on the conducted research.

However, it turned out to be not statistically significant: p = 0.782. As can be seen in Table 9, the responses in both the groups occurred with similar frequency.

5. Conclusions and Discussion

The aim of the study was to find out the views on the issues related to "age management", and to indicate similarities and differences in the opinions of people...
from distant age groups with respect to: the interpretation of the concept of "age management"; motivations behind delaying the age of retirement; benefits of the implementation of the concept of "age management" for the employer and the employee; conditions that should occur for "age management" to bring positive effects and identification of the biggest beneficiaries of this concept.

The study found a difference in the views on the significance of the concept of "age management." While retired people considered it to be "An interesting proposal, because I would like to be professionally active as long as possible", students equally often indicated that it was "An unnecessary action, because older people should undertake household responsibilities/care for grandchildren and help their grown-up children so that they can work." Younger people are more incentivised to remain longer in the labour market by modern technological solutions, while retired people are more motivated by a good atmosphere and positive intergenerational relations in the workplace. Students condition later retirement upon receiving a specific proposal of extending their professional activity taking into account their needs and capabilities, whereas retired people think that "Longer labour market participation slows down ageing processes in people and is a source of the joy of life."

Both the groups of respondents under study similarly identify damaging stereotypes of older people in the workplace, but retired people found treating them as people whose professional career is ending and so it's not worth investing in their development more depreciatory. Both the groups under study usually agreed that the benefits of the implementation of the concept of "age management" would be felt by whole society, whether at the level of single households, enterprises or country as a whole. Both retired people and students agreed that employees should be treated equally in enterprises regardless of their age.

Older workers are a target of negative stereotypes, practices and attitudes in organisations, but there are also examples of positive co-existence of and cooperation between people of different ages. However, practices that are discriminatory towards older employees are often overlooked, because public opposition to discrimination on the grounds of "age" is not as strong as in the case of other forms of discrimination (Metcalf and Meadows, 2006).

Age management requires not only a strategic approach to problem identification and undertaking appropriate long-term initiatives (Woodhams and Lupton, 2009), but also development of a personnel policy. These are largely determined by organisational culture (Pabian, 2015), an important element of which is the value system adopted in the enterprise (Ziółkowska, 2013). Studies of the issues related to age diversity management in organisations usually cover people who have work experience and are participating in the labour market (Wiktorowicz, 2013). Retired people are outside of the area of interest of scholars dealing with these issues. So are young people who are just starting their professional career.
However, these are people whose expertise and experience on the one hand and youth and creativity on the other hand can coexist, providing important insights to managers and public policy makers. Age diverse human potential, with proper shaping of employees’ attitudes towards ageing issues, which are a natural process, can combine the bravado and creativity of the younger staff with the experience and accuracy of the older workers. A balanced management in this respect may lead to greater job satisfaction, and consequently increase the effectiveness of organisations, and shape their social responsibility (Skowron-Grabowska, 2016).

6. Directions for Further Research and Practical Implications

It is planned to expand the study in the future by conducting it at an international level (the study was so far conducted in Poland) and increasing the size of the study group. An interesting area would also be the examination of retired people’s view of the concept of “age management” in the context of their professional activity before retirement, time devoted to education both before and during professional activity, family situation, health state and other aspects. It is also important to educate young people on the issue of population ageing in the context of measures aimed at prolonging professional activity.

Students should have knowledge in that area regardless of their field of study. This knowledge should be shaped at the level of benefits and threats of implementing or failing to implement the concept of "age management." It is a very important part of measures aimed at sustainable development and social responsibility. Studies should be conducted simultaneously on the micro, mezo and macro levels to ensure that the problem is examined in a multifaceted way, and to create conditions for cost-effectiveness of labour market participation regardless of age by creating conditions that are acceptable to older people as well. There are a number of objective barriers to prolonging professional activity, which should be identified and taken into account in the implementations of the concept of "age management" in various aspects of social activity. Thus, the problem of combating the stereotypes of "going on deserved retirement" and "enjoying the autumn of life" can be a much more complex issue and not meet social expectations of people functioning in the conditions of Industry 4.0.

7. Limitations

Due to a small size of the research sample (131 people), the study presented herein should be treated as a pilot study. However, the number of study participants who were retired and those who were students was comparable, 65 and 66 respectively. The study is useful, because it presents the perception of the concept of "age management" by two extreme age groups, which are equally important for the development of the approach to the implementation of age diverse employment, but overlooked in the studies undertaken so far. Age management still seems to be an innovative issue, very detached from practice, at least in Polish organisations.
Therefore, it is an area in which a range of analyses should be conducted in order to change the situation. The problem of "age management" has not been studied extensively enough in the context of changes caused by the digital revolution. Without integrated actions taken by the public sector at national and EU levels, positive changes in that respect are unlikely. Creating digital space in the area of the concept of "age management" can have a revolutionary impact.

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