Chapter 86
The Conceptual Model of Managing Older Employees to Achieve Their Work Engagement

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ABSTRACT

The purpose of the chapter is to present, on the basis of theoretical starting points, the importance of management of older people for the entire society as well as the problem of older employees and their management as an important branch of human resource management, which presents a major challenge for companies. The main aim of the chapter is to design the conceptual model of managing older employees to achieve their work engagement, which will serve as the basis for understanding the successful ageing of older employees and creating an appropriate working environment favourable for all generations. By promoting active ageing and introducing the management of older employees, companies can achieve an important increase in the work engagement of older employees, a change of generally accepted stereotypes, myths, and prejudices about older people and the reduction of discrimination of older people in the labour market. The appropriate working conditions that should be available in all companies contribute to the improvement of management of older employees and their work engagement.

INTRODUCTION

The European Union is witnessing significant demographic changes due to a reduction in birth rates and an increase in life expectancy that has led to a consequent increase in the older population (Magnavita, 2017). Given the demographic shifts in today's workplace, worker age would appear to be an important individual difference. It is important for at least three reasons. First, with the aging population, it is important to see how jobs might be redesigned to enable people to continue to work successfully. This

is especially important as the cessation of work at mid-career is becoming less of an option for many workers. Second, it is important to determine which specific job characteristics are most helpful for different age groups. Third, given the cost of job redesign efforts, it is important to begin to see for which employee populations such efforts may be the most valuable (Zaniboni et al., 2014).

Diversity and inclusion in the workplace are increasingly accepted as fundamental business tools in today's organizations. This is because businesses are gradually beginning to recognize that their potential to achieve better results is increased when people from diverse backgrounds and perspectives are included at different levels of the organization, including in the decision-making process. However, many organizations still struggle with how to effectively implement a robust diversity and inclusion agenda and embed it into their business plan (Sanyal, 2015). In companies should provide that aging at work involves the processes, mechanisms, and conditions that enable employees to achieve favorable subjective and objective work outcomes across the working life span, and particularly at higher ages (Potocan et al., 2018; Nedelko and Potocan, 2019). Extant research on successful aging at work has focused primarily on personal resources (e.g., abilities, motives, etc.) and largely neglected contextual factors that may enhance favorable work outcomes among older employees (Zacher and Yang, 2016).

With regard to job attitudes, job satisfaction and work engagement are two important positive dimensions of work-related well-being (Rothmann, 2008). Indeed, it is becoming critical to understand how to design jobs to keep workers of different ages satisfied and engaged in their work (Truxillo et al., 2012b). Zaniboni et al. (2014) found out that relationship between certain job characteristics and job attitudes may differ across the life span. The creation of a unified approach to diversity and inclusion, which is embedded in the business ethics of the organization, can have a sustainable positive impact on the health and well-being of individuals, business and society (Sanyal, 2015).

Zaniboni et al. (2014) summarized that different job characteristics will differentially affect job outcomes of older and younger employees. According to Kooij (2015) successful aging is closely related to sustainability at work; individual employees age successfully when they are able to preserve and regenerate resources to achieve their personal goals and maintain health, motivation, and work ability, now and in the future. To effectively manage their resources, aging workers should strive for current and future person–job fit (e.g., optimally utilizing current strengths and abilities, without overtaxing and thus exhausting abilities, and also developing skills and abilities needed for future work requirements). Hence, an important question is how to increase current and future person–job fit, and thus achieve sustainable and successful aging at work.

The ageing of the population represents one of the biggest challenges for managing older employees in a company. The first step towards the adequate management of older employees is to create an appropriate working environment that enables the successful result of ageing for employees and thus the achievement of goals, performance and competitiveness of the company. This study provides an important start for further investigations about the role of age in job design. The main objective of this paper is to present the conceptual model of managing older employees to achieve their work engagement. Due to demographic changes, we wanted to create a model which could help to better management of older employees and increase their work engagement. In the paper we used the compilation and descripton method. Model was created based on studies for which we used the compilation method. With the description method we described a single approach in the model of management of older employees to achieve their work engagement.

At the beginning of literature review authors present demographic changes and description of age. The paper continue with description about negative stereotypes about older employees and poor management

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