AGE DIVERSITY AND INCLUSIVE HRM

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Abstract:
This paper describes the main findings of a research project into older worker HR practices within European companies. The survey was conducted among workers of all ages. Overall, it shows that older employees experience a positive wellbeing at work in terms of vitality and meaning at work which is similar to their younger colleagues. On the other hand, the work ability seems to drop most notably with regard to the ability to deal with the physical demands of their work. Other important conclusions from the survey show that learning at work and turnover intentions drop for older workers. Nevertheless, older employees perceive their competencies as better than their younger colleagues perceive them, and vice versa. To improve the working conditions for sustainable employability of employees of all ages, the HR policies in companies should be focused on implementing age-related inclusive HR practices, enhancing the demand-ability-fit of employees and encouraging a supporting people oriented leadership culture, because of which older employees feel encouraged to actively craft their own jobs.

Keywords: age diversity, older workers, inclusive HRM practivces, iHRM project