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Age in Employee Selection and Promotion: A Comprehensive Study

Iveta Černíková, Markéta Šnýdrová [ID], Ivana Šnýdrová [ID]

University of Economics and Management, Prague, Czech Republic,
    email: marketa.snydrova@vsem.cz

Abstract

This study examines the role of age in the selection and promotion of employees within public and private organizations, with a particular focus on Czech organizations. The research investigates the impact of age on career advancement across various industries and regions, aiming to provide insights into potential age-related biases in the workplace. The study utilizes a mixed-methods approach, combining quantitative analysis of promotion rates with qualitative insights from organizational representatives. Despite the intriguing nature of the topic, the study faces several challenges, including a relatively low number of respondents and limited data availability. Nevertheless, the findings shed light on the complexities of age-related dynamics in the workplace, highlighting the need for further research and potential interventions to promote equity and fairness in career advancement processes.

Keywords: ageing, career, discrimination, employment organization, recruitment
JEL Classification: J7, J14, J24, M5

Introduction

In today's era, which is marked by rapid technological development and changes in the labor market, organizations face new challenges. To remain competitive, they must swiftly respond to changes and shifts in market demand (Oute Mulders, 2020; Harris et al., 2018; Nelson, 2017; Balcar and Gavenda, 2013; Štórová 2012).

The issue of population aging is emerging as global concern. This trend is expected to impact the majority of developed countries in the coming years both socially and economically. It will significantly influence all aspects of life, particularly the labor market, with effects being substantial and ongoing (Keese, 2006; United Nations, 2015). Currently, Generation Z

is entering the workforce, bringing forth entirely different expectations for employment compared to previous generations. The changing generational composition of the workforce has thus become a focal point for policymakers and organizational management.

Covarrubias and Venegas (2019) argue that globalization, coupled with rapid technological advancements and anticipated shifts in demographic patterns, poses new challenges for organizations and their managers. In this context, Tonelli et al. (2020), as well as Gordon (2018), emphasize the growing significance of age diversity, identifying it as a key aspect of organizational management diversity.

According to Oute Mulders (2020), many employers tend to favor younger workers over older ones during recruitment. However, if employers prioritize soft skills (such as social skills and reliability) over hard skills when selecting employees, they often exhibit a more positive attitude toward older workers. Notably, social norms regarding retirement age and negative stereotypes can adversely impact opportunities for workers in higher age categories (Karpinska et al., 2013; Oude Mulders et al., 2017).

Simultaneously, it becomes apparent that biases toward different age categories often lead to prejudices influencing actions of organizations in various personnel-related activities, including selection, development, and career management.

The article aims to explore the role age plays in the selection and promotion of workers in chosen organizations. Based on our findings, recommendations will be formulated to enhance access to both older and younger workers, particularly in the context of population aging.

The article follows a traditional structure. The theoretical foundation serves to acquaint the reader with the issue of age categories in the labor market, exploring the selection and promotion of workers based on the age factor. This foundation forms the basis for the formulation of hypotheses, which are then tested using the data presented in the research section. In the subsequent discussion, the obtained results are compared with theoretical concepts. The conclusion summarizes the findings and offers recommendations to enhance organizational practices related to the age of workers.

1. Theoretical Background

The rapid evolution of technology, coupled with population ageing and globalization, is causing fundamental transformation of the labor market. This necessitates collaboration among individuals in various age categories. While many organizations view diversity positively, some still harbor stereotypes about specific age groups of workers.

In this context, several authors advocate Age Management, defined as organization's approach to human resources that prioritizes the management of all age groups among its workers (e.g., Naegele et al., 2010; Ilmarinen and Ilmarinen, 2015; Rudolph et al., 2017). Organizations should focus on harnessing the work potential and abilities of all employees. Simultaneously, they should engage with individual workers and age groups, ensuring opportunities for their development and career growth.

However, challenge arises as employers may hesitate to invest in the development of older employees due to the proximity to their retirement. Conversely, they may be reluctant towards recent graduates because of the need for training (Videčková, 2023). Emphasizing the utilization of workers' potential and abilities, coupled with enabling development and subsequent career growth, not only enhances work performance but also boosts motivation, satisfaction, and loyalty among individual workers (Von Bonsdorff et al., 2018; Ng and Feldman, 2013; Wang et al., 2012; Ng and Feldman, 2008).

Moreover, diverse work teams contribute to finding more suitable, faster, and effective solutions to complex decision-making problems. They also facilitate the efficient transfer and preservation of knowledge within the organizations.

When it comes to the employment of individuals in higher age categories, organizations often express concerns. These concerns, as outlined by Oute Mulders (2020) and OECD (2019), may encompass worries about the lower productivity of older workers, higher wage demands, the perceived high cost of recruiting and selecting workers in older age categories relatively to their productivity, and concerns about the adaptability of older workers – often tied to assumptions of their limited ability to learn new things.

These stereotypes in the perception of older workers can have a detrimental impact on their opportunities in the labor market. Conversely, when it comes to employees in senior job categories, positive attributes are frequently highlighted. These may include higher satisfaction and loyalty, superior social skills, valuable insights, extensive work and life experience, sense of responsibility, and lower turnover rates (Oute Mulders, 2020; Harris et al., 2018; Balcar and Gavenda, 2013).

This is related to prejudices about age and specific age groups. It is essential to note that, as every person undergoes the aging process, age prejudices are applicable to everyone (Nelson, 2017; Štórová, 2015). Organizations should actively combat ageism. According to Nelson (2017), it can be effectively identified based on verbal expressions, dissimilar attitudes, and manners of handling different age groups of workers.

Stereotypes and prejudices toward both older and younger workers often form a part of organization's perception of specific groups of individuals. Nevertheless, it must be emphasized that these stereotypes may lack an actual basis or may only be valid in certain cases. Despite this fact, they frequently influence the organization's and co-workers' approach to individuals in older or younger age categories and manifest within various personnel activities, including recruitment and selection (Marchiondo et al., 2019; Stypinska and Turek, 2015). Unece (2019) states that although age discrimination applies to all age categories, it is most commonly mentioned in relation to individuals younger than 35 and older than 55.

In general, the recruitment of employees marks the initial step in human resource management. The process of acquiring and selecting employees involves decisions that can either enhance or deteriorate the procedures concerning age, potentially limiting the age diversity of the applicant pool (Rudolph et al., 2017). Job applicants undoubtedly judge whether they are suitable for a given position in terms of age (Perry et al., 2012), which is a natural consideration. Research consistently indicates that age is among the most crucial and reliable predictors of employees' work ability (Alavinia et al., 2009; van den Berg et al., 2010). In the Czech Republic, employers frequently reject job applicants solely due to age (Videčková, 2023).

However, age is not the sole determining factor, and organizations should primarily focus on the skills and professional qualities of the applicants or employees, along with their ability to integrate into their team and embrace the organizational culture (Anwar and Shukur, 2015; Abdullah and Othman, 2019). It is crucial to address the age of the applicant or employee within the framework of human resources management, providing individuals with development and career options to ensure team diversity. This, in turn, aims to achieve optimal efficiency and enables organizations to retain key workers while preserving essential knowledge (Gordon, 2018).

Organizations should actively combat ageism in recruitment and other areas of human resource management. Age discrimination, while not always immediately apparent, is prohibited by law during advertising and selection processes. Nevertheless, discriminatory practices may be subtly embedded in the considerations of who is going to fill a particular job position. Emphasizing diversity within the organization became a preferential strategy to combat ageism and eliminate age-related prejudices. Utilizing different approaches, abilities, and experiences across all age or national groups appears to enhance competitiveness and sustainability. Diversifying the work environment benefits the organization as a whole and individuals within it by identifying human resource management practices that support an aging workforce, which, in turn, ensures that the collective work performance is preserved (James et al., 2016).

2. Materials and Methods

The article draws on theoretical foundations derived from the analysis of scientific articles, the systematic electronic search of which was conducted using keywords like age, age groups, age management, population aging, staff recruitment, etc. The research is characterized by the usage of induction, both in the theoretical part and the methodology. Induction was utilized for analyzing the subject of the research, focusing on age as a fundamental variable in the selection and promotion of workers. The knowledge derived from the analysis was subsequently synthesized and organized into the discussion and conclusion.

The research sample was selected according to the following procedure. Initially, we defined 10 economic sectors, which are:

- automotive;

- banking, insurance, and capital markets;

- energy sector;

- pharmaceutical industry and life sciences;

- retail and consumer goods;

- real estate;

- family businesses and crafts;

- telecommunications, entertainment, and media;

- processing industry and production;

- trusted sector.

Next, 20 representatives were randomly selected from each industry, resulting in a total of 200 organizations, which were contacted with the research plan. Among them, 117 did not respond despite repeated invitations. Additionally, 22 organizations declined participation, citing lack of interest, while 36 stated their inability to provide the requested data. Subsequently, data from 5 organizations were excluded due to incomplete information, and 8 organizations terminated their cooperation during the research. Consequently, data from a total of 12 organizations were included in the study. These organizations encompass positions that demand cognitive, physical, or a combination of both activities.

Data collection spanned from July 2019 to March 2023, involving a total of 7 public and 5 private organizations. Public organizations primarily operated in public administration and education sectors and were mostly located in Prague. On the other hand, private organizations belonged to various industries, including information technology, human resources,

and the purchase and sale of goods, with regional presence across multiple cities. Specifically, private entities engaged in information technology were situated in Prague, Brno, and Ostrava, while those specializing in human resources operated solely in Prague. Additionally, private organizations involved in the purchase and sale of goods were spread across Prague, Liberec, and Ostrava. All recruitment processes and promotions within these organizations during the period of research were closely monitored. This included tracking the number of job applicants (n = 902), their age, the age of the selected applicants (n = 313), and subsequent employment status. Similarly, promotions were monitored, where we observed the age of the promoted employees, their employment status at the end of research period, and the duration of their tenure in the organization.

The collected data were initially organized into tables and presented graphically. Basic statistical measurements were applied to the data, and the results were documented in tables. To facilitate statistical processing, individuals were classified into four age groups: 18–25 years; 26–35 years; 36–49 years; and 50 and above. These groups were logically determined based on the traditional age at the end of studies and other key life stages of the Czech Republic's population.

From the knowledge presented in the theoretical part, the following hypotheses were formulated:

H_0: There is no significant difference in the age of individuals who were either selected or not.

H_1: There is a significant difference in the age of individuals who were either promoted or not.

H_2 People aged 50 or more are promoted or selected to higher positions.

Hypothesis testing involved descriptive data analysis, with the T-test utilized to assess the data. This test aimed to determine whether a significant difference exists in the age of job applicants and those selected in the hiring process. Additionally, it was employed to ascertain whether individuals over or under 50 are more likely to receive a promotion. The significance level for the T-test was set at 5%.

Testing variances helps to ensure the reliability of statistical comparisons between groups. By assessing whether the variances are homogeneous across groups, we can determine if it is appropriate to proceed with the tests of means or medians. If there are significant differences in variances, it may indicate that the assumption of homogeneity is violated, which could impact the validity of subsequent analysis.

Relation to study objectives:

The primary objective of our study is to investigate whether there are significant differences in promotion rates among different age groups within the selected organizations. Testing variances helps to ensure the robustness of our findings by confirming that the observed differences in promotion rates are not solely due to the variability within age groups.

Logic behind testing procedures:

We chose to test variances as a preliminary step before conducting tests of means or medians to assess the distributional characteristics of our data. By examining variances, we gained insights into the dispersion of promotion rates within each age group, which informs about the appropriateness of subsequent statistical tests.

Given the substantial number of samples in both tested groups (applied for the job and accepted), the likelihood of an individual with an abnormal value influencing the entire research is minimized.

To calculate the test criterion for the T-test, the following formula was employed:

$$F = \frac{S_1^2}{S_2^2} \; ; \; \; S_1^2 \geq S_2^2 \tag{1}$$

The critical interval was subsequently determined by calculating the degrees of freedom and using statistical tables. The critical field (K) was determined using the formula:

$$K = \{F > F_\alpha \, (m - 1; n - 1)\} \tag{2}$$

Quantitative data was complemented with qualitative insights gathered through a survey conducted among the HR departments of the monitored organizations and other individuals involved in the process of the selection of new employees. The survey comprised a total of 11 questions, encompassing open, semi-closed, and closed formats. The primary objective was to explore whether the theoretical approach to age as a fundamental variable in the selection and promotion of employees aligns with practical experiences of the analyzed companies.

The questionnaire was distributed electronically via email to 46 respondents in the fall of 2023, with a response rate of 37% (n = 17). To prevent result distortion arising from identical responses within one organization, respondents sharing the same answers (in specific cases, closed questions) were considered as a single entity and referred to as organizations, totaling 12 respondents in these instances. The survey results were analyzed and incorporated into the results section, playing a significant role in shaping the ensuing discussion.

Limitations and advantages of the chosen method:

One limitation of testing variances is that it assumes normality of data distribution, which may not always hold true in practice. Additionally, if sample sizes are unequal between groups, the power of tests for equal variances may be compromised.

However, the advantage of testing variances is that it provides valuable information about the distribution of data within groups, allowing us to make informed decisions about the employment of appropriate statistical analyses. By ensuring that the variability within groups is comparable, we can enhance the reliability and validity of our findings.

Overall, the rationale for testing variances lies in ensuring the robustness of subsequent statistical analyses and its alignment with the objectives of our study, which focus on comparing promotion rates between different age groups within the selected organizations

3. Results

Table 1 presents the number of applicants in distinct age categories, followed by the number of accepted applicants within each respective age group. The categorization of age groups aligns with the chosen testing method (Student's T-test).

Table 1: Age of job applicants and age of employees

Group	Interested	Accepted
18–25	138	40 (29%)
26–35	220	84 (38%)
36–49	330	141 (43%)
50 +	224	48 (21%)
Total	902	313

Source: authors' processing

Table 1 provides a clear overview, indicating that the highest number of job seekers falls within the 36–49 age group, followed by the 50+ and 26–35 age groups. As expected, the 18–25 age category contains the fewest applicants, aligning with the typical age at which individuals complete their university education.

Over the period from July 2019 to March 2023, a total of 902 individuals applied for selection procedures within the monitored organizations, with 313 being accepted. On average, three people participated in each selection procedure. The average and median age of job seekers during this period was 39 years. Upon hiring, the average age of employees was 38 years, with a median age of 39 years.

Table 2: Data on promotions

Group	Promotion	Average length of employment
18–25	6	17 months
26–35	36	34 months
36–49	45	75 months
50 +	30	72 months

Source: authors' processing

Table 2 further illustrates the average number of months worked before an employee receives promotion. Notably, fewer employees in the 18–25 age group were promoted, possibly due to their relatively young age and, consequently, lower education level. Alternatively, focusing on the average length of employment before promotion suggests that insufficient experience may be a contributing factor.

The 26–35 age group, on the other hand, requires an average of as many months of experience as the number of months in service to achieve a promotion. In the 36–49 age category, where the average length of employment before promotion is 72 months – more than twice that of the previous group – there is a higher number of promoted employees. The 50+ category does not significantly differ in this indicator from the 36–49 age group.

Figure 1: Employee turnover after promotion
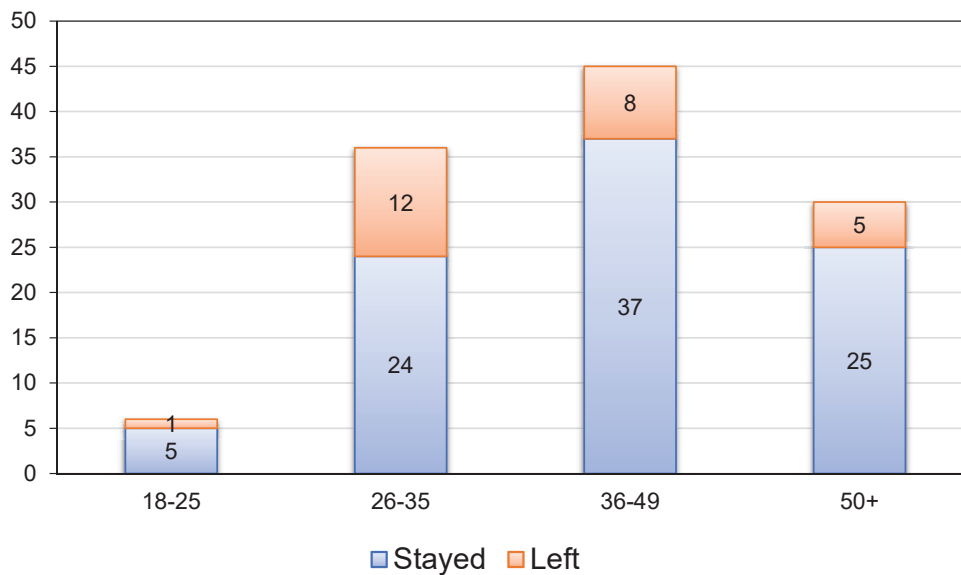
Source: authors' processing

In Figure 1, the employee turnover within individual age categories who achieved promotion is depicted. The 18–25 age category shows the least number of individuals leaving the organization, while the 26–35 age category experiences the highest turnover. This trend is likely associated with practical considerations, as employees in the second category possess a higher level of experience and, being relatively young, are more inclined to explore job changes.

Despite variations, the overall observed period in regard to the turnover for promoted employees can be characterized as conservative. A significant majority of employees who achieved promotion opted to remain in the same workplace, ranging from 62.2% to 83.3%.

3.1 Verification of hypotheses

The hypotheses established in the previous section are assessed through the described methods. Given the continuity of Hypotheses H_1 and H_2, Hypothesis H_0 is tested independently. The outcome of the test is presented in Table 3.

Table 3: Verification of H_0

Hypothesis	Test Criterion	Critical Field	Result
H_0	1.354586768	1.6448	H_0 Confirmed

Source: authors' calculations

Analysis of Table 3 reveals that, at the significance level of 5%, the critical domain is not satisfied. In other words, there is no evidence to support the claim that the variances differ. Consequently, Hypothesis H_0 cannot be rejected.

Another aspect of the research focuses on the age of promoted employees. This criterion is evaluated through Hypothesis H_1 and the subsequent Hypothesis H_2, which is contingent on the non-rejection of H_1. For H_1, testing is conducted for each of the observed years individually due to variations in employee turnover, leading to distinct age diversity in each period. Additionally, this article does not have the employee fluctuation as its primary focus.

Default values for this analysis are outlined in Table 4.

Table 4: Number of employees and number of promoted employees

Year	Number of employees	Number of promoted employees	Tested criterion	Critical field	Result
2019	515	20	1.649895709194583	1.697	H_1 rejected
2020	528	16	2.463668921095008	1.701	H_1 comfirmed
2021	411	24	2.18583635484185	1.680	H_1 confirmed
2022	415	31	1.411416516614478	1.667	H_1 rejected
2023	369	24	1.471270268177825	1.680	H_1 rejected

Source: authors' calculations

The results presented in Table 4 indicate that H_1 is rejected in three out of five time periods. This rejection implies that there is no significant difference in the age of individuals who were promoted compared to those who were not.

Moving on to Hypothesis H_2, it assesses whether individuals over the age of 50 are promoted or selected for higher positions. The outcomes of this evaluation are documented in Table 5.

Table 5: Verification of H2

Hypothesis	Tested criterion	Critical field	Result
H_2	1.93888578	1.665	Rejected

Source: authors' calculations

The results presented in Table 5 indicate that H2 is rejected at the significance level 5%, suggesting that individuals under the age of 50 are less likely to be promoted or selected for higher positions. This outcome aligns with the statistical confirmation provided in Table 4.

The final segment of the results section involves the evaluation of surveys conducted among HR professionals and individuals engaged in the employee selection process within the analyzed organizations. On average, four people are involved in this process, with a maximum of 12 (in one organization) and a minimum of only one person (in three organizations).

Approximately 58% of the respondents are concerned about the age of potential employees, driven by factors such as the demanding nature of the position (n = 7), training requirements (n = 5), age diversity within the work team (n = 5), considerations regarding family formation for women (n = 3), and salary or wage expectations (n = 2). The preference for younger or older individuals depends on the specific circumstances. Respondents emphasize that they respond impartially to all interested candidates. However, only a quarter of organizations invite all interested parties to a personal interview, justifying this approach based on inadequate qualifications (n = 11), personal preferences (n = 7), poor CVs (n = 5), and perceived inadequacy of age (n = 4).

Only a third of the monitored organizations express interest in the development and career opportunities for potential and existing employees, citing reasons such as lack of time for these activities (n = 2) and employee proactivity (n = 1), with no reason provided by the rest (n = 6). Among organizations interested in development opportunities (n = 3), links to specific training courses are provided, regardless of age. Alternatively, these development activities are financed from internal resources (n = 1). These responses correspond to the fact that 75% of organizations find it more beneficial to invest in the training of new employees rather than in the development of existing ones.

A total of 75% of organizations have encountered situations where an employee refused to perform a certain activity or rejected a promotion due to age, indicating that this is not an exceptional occurrence. Rejections based on older age were reported in all monitored organizations (n = 9), while rejections based on younger age occurred in only third of them (n = 3). In case of older age, organizations explain this by the expected professional experience (n = 6) and service age (n = 4). For younger age, explanations include satisfaction with the employee's performance (n = 3) and an interest in innovation (n = 1). Organizations also mention that younger employees are offered a promotion only if the older ones refuse (n = 3).

4. Discussion

During the monitored period, a total of 902 applicants applied for the selection process, with 313 being accepted. It is assumed that approximately 35% of applicants were able to secure a job. The research highlights that the largest group comprises candidates in the 36–49 age category, followed by those in the 50+ and 26–35 age groups. The smallest group of candidates falls within the 18–25 age category. This pattern can be attributed to the duration of individual studies, as individuals with university education typically enter the labor market around the age of 25. The dominance of the 36–49 age group can be explained by their peak productivity during this period. Additionally, women in this age group often re-enter the labor market after parental leave, which could extend up to four years for one child in the Czech Republic by the end of 2023. HR professionals note that individuals in this age group often seek jobs that accommodate parental responsibilities and potential health challenges.

Of particular interest to our research is the observation that the 50+ category secured the second-highest position, despite having the lowest acceptance rate (21%). However, hypothesis testing at the 0.05 significance level did not reveal any age group favoritism. Statistically, the claim of favoring younger individuals was rejected, contrary to the assertion made by Oute Mulders (2020). Moreover, 58% of HR professionals indicated that they are not concerned with age when selecting a new employee. These results affirm that the investigated organizations prioritize the applicant's qualifications and competences relevant to the given position, indicating an absence of age discrimination. It is worth noting that the results are on the borderline in this regard. This aligns with the research by Meng et al. (2022), suggesting that top management in organizations generally does not discriminate against workers in higher age categories, with exceptions. Similarly, Lagacé et al. (2022) emphasize the importance of diversity within teams and organizations for effective knowledge and skill transfer to enhance competitiveness.

The research reveals a discrepancy between organizations' claimed opportunities for career advancement for all age groups and HR professionals' perspectives. While organizations state that opportunities are provided to all, 67% of HR professionals admit that age is a factor in promotions. In many cases, older employees are favored, potentially influenced by the prevalence of state organizations (58%) in the research, where promotions often correlate with years of service. Recruiters (75%) report that employees often decline promotions due to age, further suggesting a complex interplay of factors. A potential avenue for future research could involve the comparison of the ages of individuals offered promotions with those who accept, as a quarter of HR professionals admit to offering promotions to a younger workers only if older ones decline.

The 18–25 age group sees the fewest promotions, but those promoted achieve this in the shortest time compared to other age groups. HR professionals (75%) note that organizations prefer investing in training new employees, particularly graduates, rather than developing those already employed. This partially confirms the claim that organizations reject both graduates and the 50+ category due to training needs. The lack of interest in the development possibilities of employees could be explored further, along with potential solutions. Conversely, the 36–49 age group sees the most promotions, but only after approximately 75 months, suggesting a potential influence of seniority as employees work towards advancement. The 26–35 age group sees 36 employees promoted after 34 months, and the 50+ age group sees 30 employees promoted after 72 months, both with variations in timeframes. These results indicate that organizations approach workers individually, considering career progression based on various qualities such as performance and motivation. This opens up opportunities for further research into the selection processes for higher positions.

The turnover is the highest in the 26–35 age group, with 12 individuals leaving (24 staying), while the lowest turnover is in the 18–25 age group (5 left, 5 stayed). In the 36–49 age group, 8 people left, and 37 stayed, while in the 50+ group, 5 people left, and 25 stayed. The research contradicts the stereotype that younger workers fluctuate more than those in older age categories, suggesting that turnover corresponds more to individual satisfaction and success within a specific organization.

In summary, the research indicates that organizations indirectly focus on team diversity. However, the clarity of results diminishes concerning development and career advancement based on employees' abilities. Seniority plays a significant role, aligning with the observations of Anwar and Shukur (2015) and Abdullah and Othman (2019). Future research opportunities lie in exploring the impact of digitization, which is increasingly pervasive and may pose challenges for employees in older age categories.

Conclusions

In conclusion, the findings of this study underscore the significance of theoretical frameworks in understanding age-related dynamics in organizational settings, as evidenced by the alignment between the theoretical background and empirical results.

Firstly, the theoretical background highlighted the global challenges posed by population aging and technological advancements, emphasizing the need for organizations to adapt their practices to accommodate diverse age groups. This resonates with the results of our study, which revealed the impact of age-related factors on recruitment and promotion processes within

the sampled organizations. Despite the theoretical anticipation of age-related biases and stereotypes, our empirical findings provided nuanced insights into how these biases manifest in real-world organizational practices.

Secondly, the theoretical discussions surrounding age diversity management and the importance of combating ageism were reflected in our study's exploration of recruitment and selection practices. While the theoretical framework advocated for fair and inclusive practices, the empirical results shed light on the prevalence of age-related biases in recruitment decisions. However, the study also identified areas of alignment between theoretical principles and organizational practices, particularly in emphasizing skills, professional qualities, and appropriateness for organizations over age considerations during recruitment and selection processes.

Moreover, the theoretical emphasis on diversity and inclusion in organizational contexts resonated with our study's findings, which underscored the benefits of leveraging diverse experiences and abilities across age groups. While age-related biases were observed in certain organizational practices, the study also revealed instances where organizations actively promoted diversity and inclusion, aligning with the theoretical principles outlined in the relevant section of our article.

This study sheds light on how age affects employee selection and promotion in various organizational settings. By analyzing data from a diverse range of sectors, valuable insights were gained into the age-related dynamics at play in the workplace.

Key takeaways:

Broad insights: Data from 12 organizations across different industries such as automotive, banking, and energy were examined. This variety makes the findings relevant for many different types of businesses.

Recruitment and promotion patterns: The study found that most job seekers were in the 36–49 age group, which also had the highest acceptance rates. Interestingly, it shows that both younger and older workers are not significantly disadvantaged during hiring. However, it takes more time for older employees to get promoted, likely because they need more experience.

Employee turnover: Younger employees (ages 26–35) tend to change jobs more often after being promoted, possibly because they are looking for new challenges as they gain experience. In contrast, older employees tend to stay longer, showing more stability and loyalty to their organizations.

Hypothesis testing: Tests showed no significant age differences in promotions, and findings indicate that older workers (over 50) are just as likely to be promoted as their younger counterparts.

Practical implications:

Age-inclusive policies: Organizations should develop policies that appreciate the skills and experiences of all age groups. This includes creating training programs and career development opportunities tailored to both younger and older employees.

Addressing stereotypes: It is crucial to challenge age-related stereotypes in the workplace. By valuing the contributions of both younger and older workers, companies can create a more inclusive and productive environment.

Strategic HR management: Implementing Age Management strategies can help organizations make the most of their employees' potential, regardless of age. This approach can boost performance and help the organization stay competitive.

Future research: There is a need for more research on how age intersects with other factors like gender, and education. Long-term studies tracking career paths over time could provide deeper insights into the impact of age on professional growth and organizational success.

In summary, this study enhances the understanding of age-related issues in the workplace and offers practical recommendations for improving recruitment and promotion practices. By embracing age diversity, organizations can create more inclusive, fair, and effective work environments, ready to tackle the challenges of a rapidly changing job market.

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