



Age Management Practices and Benefits in Organisation: An Evaluation of the Effect of Economic Sector, Organisation Size, and Family Business Status

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Abstract

Background: The ageing of the population impacts all areas and is also a challenge for human resources management. To solve this issue, age management practices are used in organisations. To get the best potential out of everyone, this concept should not only involve older employees but should be focused on all of them. Choosing the right practice to get the desired results is a task for managers.

Objectives: The paper aims to determine whether the sector of the economy, the size of the organisation, or the family business status plays a role in determining age management practices and observed benefits.

Methods/Approach: Using a questionnaire survey, the most commonly used practices and the observed benefits were identified. Using the chi-square test, differences in chosen categories were confirmed.

Results: It can be stated that choosing age management practices is influenced by the economic sector, and the size of the organisation influences observed benefits.

Conclusions: The results can guide organisations on which practices to choose and what benefits to expect from implementing age management practices.

Keywords: age management; age management practices; age management benefits; economic sector; size of the organisation; family business

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Introduction

Demographic ageing is the current issue (Eurostat, 2022; Bureau of Labour Statistics, 2021) and is evident in many areas, not least in the management of organisations. As the population ages, so will the workforce. While young people tend to enter the labour market later due to longer education, older individuals have increased their participation in the labour market, contributing to a greying workforce (Sousa et al., 2020). Current demographic trends in the EU put long-term economic prosperity and competitiveness at risk and contribute to labour shortages in the EU (Europa, 2023). For organisations, this represents changes in the age structure of employees, and this fact must be considered in the strategic management of organisations, as well as reflected in human resource management (HRM) (Salminen et al., 2017). Changes are not only caused by the ageing of the population but also by different attitudes to the workplace of different generations and affect both the labour market and the social policy of the state.

Ageing employees brings new challenges to human resource management (HRM). These include, for example, the ageing of skilled employees, a decrease in the number of graduates who enter the labour market, problems of the middle generation (the so-called sandwich generation) who take care of children as well as elderly parents, and more (Marcus et al., 2020). On the other hand, changes in attitudes are linked to different expectations in the work regime, motivation, career development, and others (Kinger et al., 2023). Despite all these aspects, it is recommended that the age diversity of the employees at work be ensured. Scheuer and Loughlin (2021) highlight the potential competitive advantages, while Li et al. (2020), Ali et al. (2019), and OECD (2020) highlight the positive impact on organisational performance and results. Li et al. (2020) further suggest that age diversity can enhance human and social capital, with the effects being amplified by functional diversity and age-inclusive management.

Organisations must adopt practices to prolong the working careers of employees and also to harness the potential of all employee groups in the company to achieve employment satisfaction. An approach that incorporates diverse employee requirements across different age groups to optimise their contributions to the organisation is termed age management and is part of diversity management. Many companies have incorporated this approach into their human resources management in recent years. However, for many organisations, the question remains about which practices should be chosen to be most effective. The suggestion of selection by measuring the Work Ability Index is addressed in Ilmarinen and Ilmarinen (2015) or Hlatká et al. (2021). The disadvantage is that a specialist should develop this procedure. It mainly focuses on measuring the Work Ability Index. In the Czech Republic, this method is not widely available and can only be used on a paid basis. Krestová et al. (2021a) or Franek et al. (2023) suggest the use of multi-criteria decision-making methods, but these are more difficult to implement on their own. The results proposed in this article can serve as a guide for managers on which methods are appropriate to use in terms of their economic sector and firm size.

The paper aims to determine whether the sector of the economy, the size of the organisation, or the family business status plays a role in choosing age management practices and observed benefits.

The remainder of the paper is organised as follows: The next section presents a literature review focusing on age management, its benefits, and practices. The third section discusses the methods applied. The fourth section presents the results. The fifth and sixth sections provide the discussion and conclusion, respectively.

Literature review

Human resource management is indisputably a key activity in an organisation today. Human capital is a competitive advantage and a driver of corporate performance. However, more than in the past, HR managers must face a rapidly changing environment and take into account that there are four generations working side by side with different habits and expectations (OECD, 2020). Creating healthy working conditions for employees of all ages to maintain the performance level and competitiveness of organisations will be an especially important challenge (Urbancová et al., 2020). How to take into account the requirements of employees of all age groups and thus exploit their potential is the subject of age management.

Age management

Age management belongs to the concept of diversity management, which is a managerial approach that promotes diversity in the workplace as a means of greater efficiency (Richter, 2014; Aaltio, 2017; Inegbedion et al., 2020; Li et al., 2020; Sousa et al., 2020). In addition to age, organisations deal with racial, gender, sexual, and other types of diversity. Creating diverse teams and respecting personal and cultural diversity leads to both success and increased organisational performance (Howard et al., 2017; Lee et al., 2020).

"Age management requires taking the employee's age and age-related factors into account in daily work management, work planning, and work organisation; therefore, everyone, regardless of age, can achieve personal and organisational goals healthily and safely" (Ilmarinen, 2005, p.120).

Age management is commonly associated with older employees (50+), and initial studies focused primarily on this group (Ilmarinen et al., 1997). However, this perspective is not entirely accurate. To extend an individual's career, the approach should not be limited to those classified as older workers (Covarrubias Venegas, 2019). Additionally, it is inappropriate to prioritise a specific employee category exclusively. Age management strategies should include all groups of workers. The organisational objective and HRM policies should strive to leverage the strengths of employees irrespective of their age (Wiktorowicz et al., 2022). The concept of age management is related to the concept of workability (Ilmarinen et al., 1997; Gould et al., 2008) and can be measured by the Work Ability Index (WAI). Work ability is defined as the balance between personal resources and work demands. Personal resources include, for example, health and functional capacity, education, knowledge, skills, and motivation. The demands of work include, for example, the job description, its complexity, its organisation, the work environment, and the management style. Heilmann (2017) summarised that age management could be understood as a collection of best HRM practices aiming to sustain and enhance employees' work ability while helping organisations reach their goals.

Salminen et al. (2016) noted that sometimes age management is viewed and analysed from an organisational perspective, while other approaches see it from an employee perspective or a combination of these perspectives. Heilmann (2017) identified four different perspectives: social, managerial, organisational and individual worker perspectives. The implementation of age management will affect all of these perspectives. In general, the authors see the contribution of age management at the following three levels: individual, organisational and social.

At the **individual level**, it is evident that age management improves the efficient utilisation of capabilities, providing an opportunity for prolonged participation in the workforce and adaptation to evolving educational demands in later life stages (Fabisiak et al., 2012). To extend an individual's working life, age management

practices cannot be applied only to older workers. It is necessary to care for their work ability in the long term, which consists of changing attitudes toward the planning of their future, lifelong learning, and health (Nilsson, 2020). The goal is to achieve satisfaction with a reasonable quality of professional and personal life. Furthermore, age management not only contributes to individual well-being but also establishes optimal conditions for workers to utilise their abilities fully, thus prolonging employment (Košir et al., 2016). This comprehensive approach ensures the integration of age management strategies that improve both the individual and organisational dimensions of the workforce.

From an **organisational point of view**, the age management problem can be dissected through the lens of human resource management. The engagement of managers in managing age becomes prominent during scenarios of restructuring, organisational changes, technological advancements, or the departure of experienced and highly qualified personnel. Although the frequent motivation behind the introduction of age management in an organisation is the departure of experienced and highly qualified ageing employees, its introduction has many benefits for the organisation as a whole (Hlatká et al., 2021; Boehm et al., 2021). Beyond responsive actions, age management can be strategically considered for cost control, meeting customer expectations, or retaining qualified staff. Corporate practices include raising awareness among managers and employees, implementing established practices in recruitment, training, and development, and facilitating age optimisation. Initiatives include the introduction of lifelong learning programmes, health and safety practices, and flexible employment arrangements (Fabisiak et al., 2012). The adoption of age management practices results in socially responsible behaviour of employers, positively influencing the retention and development of employees and building the image of the organisation (Covarrubias Venegas, 2019). Meanwhile, as Blomé et al. (2020) noted, organisations that apply age management are those from which other actors can benefit.

From society's perspective, age management is important. In light of demographic changes, age management has become a macroeconomic issue of labour market policies, extending to the national level (Fabisiak et al., 2012). The public interest and the contribution of ageing workers to economic and social development are combined. Pension and social policy instruments must be used to maximise these benefits.

Age management practices and benefits

Implementing age management is also a strategic issue. Age management must be fully supported by top management, and its goals should be reflected in the strategic goals of the organisation (Ilmarinen, 2005). Hlatká et al. (2021) and Urbancová et al. (2020) see the biggest advantages of this concept in increasing HR quality and stability, cost reductions, greater satisfaction of workers, sharing of experience workers' skills with young employees, and increasing market competitiveness. Based on the research of Krestová et al. (2021b) or Krestová et al. (2023), the benefits of age management may be seen in these areas:

- Retaining Key Staff
- Reducing Employee Turnover
- Increasing Employee Motivation
- Improving Organisational Culture and Positively Impacting Employee Values
- Developing Employee Education, Knowledge, and Skills
- Enhancing the Company's Reputation
- Improving Employee Performance

- Enhancing Employee Health
- Acquiring New Talents

Specific activities related to age management were described in Blomé et al. (2020), Urbancová (2017), Čiutiene et al. (2015), Fabisiak et al. (2012) and served as sources for the survey (Krestová et al., 2021b; Krestová et al., 2023). The practices are aimed at both workers themselves, their health and psychological well-being, and their workplace. How Farr-Wharton et al. (2023) stated that it is the organisation of work and the work environment, rather than chronological age per se, that influences workers' well-being and, therefore, the length of their working life. Sousa et al. (2020) see potentially four areas in which age management practices should focus: development, maintenance, utilisation, and accommodative practices. Based on these articles and surveys, specific practices used within age management were defined. They are:

- Adaptation of work programmes to fit different age groups
- Reassignment of staff to more suitable positions
- Care for employee health, promotion of physical fitness, and healthy eating
- Support for personal and career development through skills training at every stage of an employee's career
- Development of health and safety practices
- Workforce planning for age diversity and promotion of a positive age policy
- Creating Tools to Support Intergenerational Learning
- Motivational Programmes According to the Needs of Different Generations
- Tailored Further Training for Older Workers
- Use of Mentoring and Reverse Mentoring
- Special Forms of Recruitment for Different Age Groups

The applicability of age management practices varies across organisations, and not all associated benefits are universally observable. In implementing age management within an organisation, as proposed by Krestová et al. (2021a) or Franek et al. (2023), the organisation's size or orientation must be considered when selecting suitable practices for introduction.

This raises the research question of whether or not the economic sector, the size of the organisation, or whether or not the organisation is a family business have an impact on the choice of practices applied or the observed benefits. These 3 factors were chosen because not all practices are usable in all economic sectors, and the size of the organisation may, in turn, influence how many employees are affected by the practices. The impact of the family business was examined because it is different from non-family businesses in many ways. There is a noticeable combination of two systems of values, expectations, and roles - the family and the business (Baron et al., 2021; Woodfield et al., 2021) also mention specifics in the organisational culture of family businesses, which provides a relaxed atmosphere that contributes to higher employee satisfaction and well-being, and also allows work and family life to be reconciled. On the other hand, Tabor et al. (2018) state that the conditions for learning and growth are often only available to family members and then limited to non-family employees. A frequent issue in families is that of succession. Passing on experience and power to successor generations can be a challenge that age management practices can help.

Therefore, it is useful to see whether the applied practices and the observed benefits differ depending on the factors selected, and this is the subject of our research.

Methodology

The methods used in this paper were a questionnaire survey and statistical analysis. The research focused on the use of age management in organisations was carried out in March 2023. The goal was to find out if organisations know this concept, and if so, if age management is or is not used, how long it has been applied, what would force organisations to address this issue, which specific practices are used, and which benefits are observed. A questionnaire on age management applications consisting of 20 questions in total was created and distributed to organisations. Questions were both open and closed. The respondents could select the practices applied and the benefits observed from the options offered. These options were defined based on available literature (Urbancová, 2017; Blomé et al., 2020; Čiutienė et al., 2015; Fabisiak et al., 2012) and our previous research (Krestová et al., 2021b). The respondents were also able to add their responses. As part of the identification questions, organisations filled out which sector of the economy they belong to, how many employees they have, and if they are a family business.

Czech organisations across all sectors were contacted. From a purchased database of organisations (Databaze firem CR, 2019) containing 3,217 family business contacts and 3,294 non-family business contacts, 650 organisations from each group (approximately 20%) were randomly selected and contacted. These organisations were selected without considering the size and economic sector, as these characteristics were not known beforehand. The CAWI method was used to reach the organisations. In total, 1,300 organisations were contacted, and 192 completed the questionnaire. Therefore, the return rate was 14.8%. After verifying the data, three questionnaires were identified as filled only partially and were removed from the data set. From the responses, the most commonly applied practices (observed benefits, respectively) were identified, and it was analysed whether they differ depending on the economic sector, the size of the organisation, or the family business status.

The calculation scheme is shown in Table 1. The columns correspond to the organisation characteristics under study: whether the organisation is primary, secondary, or tertiary in the case of the economic factor; whether it is small (less than 50 employees), medium (50-249 employees), or large (more than 250 employees) in the case of the size of the organisation; and whether it is a family business or not in the case of the family status.

The rows always represent a binary variable identifying whether the organisation selected the specific practice as applied or the benefit as observed. The data in the tables represent the number of organisations from a given category (column) that apply the given practice or observe the given benefit (row). The sums of rows and columns are called marginal totals.

The sums of the rows represent the number of organisations that apply or do not apply the practice or observe the benefit. The sums of the columns represent the total number of organisations in each category. Moreover, the frequencies as the ratios of the number of organisations in the category applying the practice (observing the benefit) to the total number of organisations in the category were also calculated.

Table 1
Frequencies of Age Management Practices

Status	Category 1	Category 2	Marginal Total
Applies	A	B	A+B
Does not apply	C	D	C+D
Marginal total	A+C	B+D	A+B+C+D
Frequencies	A/ (A+C)	B/ (B+D)	(A+B)/(A+B+C+D)

Source: Authors' work

The underlying question is whether the application of practice or the observation of the benefit depends on the organisation's category. If there is no difference between the categories, the observed quantities should correspond to the expected frequencies given by the marginal totals. On the contrary, if there is an association between the organisation category and the relative number of organisations selecting the practice or benefit, the observed quantities would differ from the expected ones. This is tested by the chi-square test of the independence of variables in a contingency table with Yates's (1934) correction for continuity. For each practice (benefit, respectively), the null hypothesis is as follows:

- H_0 : There is no significant association between the application of the practice (observing the benefit, respectively) and the organisation category.

Versus the alternative hypothesis:

- H_A : There is a significant association between the practice (observing the benefit, respectively) and the organisation category.

When the null hypothesis is rejected in favour of the alternative hypothesis, it is found that the attitude to applying the given practice (observing benefit, respectively) depends on the organisation category. However, since a two-sided test was performed, the alternative hypothesis does not indicate the direction of the effect. To find the direction of the effect, the calculated frequencies in the contingency tables were compared to each other.

A total of 189 organisations participated in the survey, of which 6 were from the primary sector, 129 were from the secondary sector, and 54 were from the tertiary sector. With respect to the requirements of the chi-square test, the primary sector was omitted due to the low number of responses. The analysis was carried out using only 183 organisations from the secondary and tertiary sectors. From these, in terms of organisation size, 69 respondents belong to small organisations, 76 respondents belong to medium organisations, and 38 organisations belong to large organisations. In terms of family business status, 97 organisations are family businesses, and 86 organisations are not.

Results

First, the most frequently identified applied age management practices and the observed benefits are presented (Table 2). Then, findings on whether the applied practices and observed benefits differ depending on the economic sector, size of the organisation, and family business status are disclosed.

Table 2
Usage of Age Management Practices

Age management practices	Frequency	%
Adaptation of Work Programmes to Fit Different Age Groups	110	58,2%
Reassignment of Staff to the More Suitable Position	101	53,4%
Care for Employee Health, Promotion of Physical Fitness, and Healthy Eating	94	49,7%
Support for Personal and Career Development through Skills Training at Every Stage of an Employee's Career	91	48,1%
Development of Health and Safety Practices	62	32,8%
Workforce Planning for Age Diversity and Promotion of a Positive Age Policy	52	27,5%
Creating Tools to Support Intergenerational Learning	29	15,3%
Motivational Programmes According to the Needs of Different Generations	27	14,3%
Tailored Further Training for Older Workers	19	10,1%
Use of Mentoring and Reverse Mentoring	11	5,8%
Special Forms of Recruitment for Different Age Groups	7	3,7%

Source: Authors' work

Next, it is examined whether the economic sector, size of the organisation, and family business status have an impact. Statistical significance was determined at significance levels of 10%, 5% and 1%.

To make the process clear, it is illustrated in the case of the *Adaptation of work programmes to fit different age groups*' practices and economic sector types, see Table 3. From the contingency table, the marginal totals can be observed, i.e. from the total of 183 organisations: 110 apply the practice, 73 do not apply the practice, 129 are from the secondary sector, and 54 are from the tertiary sector. Applying the chi-square test, a p-value of 0.046 was obtained (statistics 4.00, critical value 3.84 at 5% significance level, degrees of freedom 1) and thus the null hypothesis was rejected in favour of the alternative hypothesis at a 5% significance level, resulting in the finding that there is the dependence of practice application on economic type of organisation. The observed probability of applying the given practice conditioned on the economic sector is given by the frequencies. It can be summarised that applying *Adaptation of Work Programmes to Fit Different Age Groups* practice is more common for organisations in the tertiary sector and less common in the secondary sector. In this way, the process continues with other practices. For the p-values of the chi-square test, see Table I in the Appendix. In the case of the two least common practices, i.e. *Use of Mentoring and Reverse Mentoring*, *Special Forms of Recruitment for Different Age Groups*, in the contingency table, there are some values which are lower than 5 and thus, in this case, the rule of thumb is not satisfied. These results must be taken with caution.

Table 3

Illustration of Calculation for Adaptation of work programmes to fit different age groups' practice

Status	Secondary	Tertiary	Marginal Total
Applies	71	39	110
Does not apply	58	15	73
Marginal total	129	54	183
Frequencies	55,04%	72,22%	60,11%

Source: Authors' work

The results show that factors of economic sector and size influence the application of age management practices more often than family business status. Detailed results are presented in Table 4.

Table 4

Influence of Selected Factors on the Choice of Practices

Age Management Practices	Factors		
	Economic Sector	Organisational Size	Family Bus. Status
Adaptation of Work Programmes to Fit Different Age Groups	More Often Applied in III, Less in II**	Not Significant	Not Significant
Reassignment of Staff to the More Suitable Position	More Often Applied in II, Less in III**	Not Significant	Not Significant
Care for Employee Health, Promotion of Physical Fitness, and Healthy Eating	More Often Applied in III, Less in II***	Increases with the Organisation Size***	Not Significant

Support for Personal and Career Development through Skills Training at Every Stage of an Empl. Career	More Often Applied in III, Less in II**	Increases with the Organisation Size***	Not Significant
Development of Health and Safety Practices	Not Significant	Increases with the Organisation Size***	Not Significant
Workforce Planning for Age Diversity and Promotion of a Positive Age Policy	Not Significant	Not Significant	Not Significant
Creating Tools to Support Intergenerational Learning	More Often Applied in III, Less in II*	Increases with the Organisation Size***	Less Applied in Family Businesses, More in Non-family**
Motivational Programmes According to the Needs of Different Generations	Not Significant	Decreases with the Organisation Size***	Not Significant
Tailored Further Training for Older Workers	Not Significant	Not Significant	Not Significant
Use of Mentoring and Reverse Mentoring	More Often Applied in III, Less in II***	Increases with the Organisation Size**	Not Significant
Special Forms of Recruitment for Different Age Groups	Not Significant	Not Significant	Not Significant

Note: II is the secondary, III is the tertiary sector of the economy

* 10% level of significance, ** 5% level of significance, *** 1% level of significance

Source: Authors' work

The next focus was on the benefits observed by organisations that apply age management. Table 5 shows their order and frequency.

Table 5

The level of usage of observed benefits

Age Management Benefits	Frequency	%
Retaining Key Staff	151	79,9%
Reducing Employee Turnover	113	59,8%
Increasing Employee Motivation	105	55,6%
Improving Organisational Culture and Positively Impacting Employee Values	72	38,1%
Developing Employee Education, Knowledge, and Skills	76	40,2%
Improving Employee Performance	71	37,6%
Enhancing the Company's Reputation	66	34,9%
Enhancing Employee Health	62	32,8%
Acquiring New Talents	40	21,2%

Source: Authors' work

Subsequently, it is examined whether the economic sector, the size of the organisation, and the family business status have an impact on the observed results. Statistical significance was determined at significance levels of 10%, 5% and 1%. To make the process clear, it is illustrated in the case of *Retaining Key Staff* benefits and organisation size, see Table 6. From the contingency table, marginal totals can be observed, i.e. from the total of 183 organisations: 69 are small (less than 50 employees),

76 are medium (50-249 employees), and 38 are large (more than 250 employees), 151 observe the benefit, and 32 do not. Applying the chi-square test described in the previous section, a p-value of 0.985 was obtained (statistics 0.31, critical value 4.61 at 10% significance level, degrees of freedom 2). Thus, the null hypothesis cannot be rejected in favour of the alternative hypothesis, resulting in the finding that there is no dependence on observing the benefit of *Retaining Key Staff* on organisation size. In this way, the process continues with other benefits. For the p-values of the chi-square test, see Table II in the Appendix.

Table 6

Illustration of Calculation for Retaining Key Staff Benefit

Status	Small	Medium	Large	Marginal Total
Observes	57	63	31	151
Does not observe	12	13	7	32
Marginal total	69	76	38	183
Frequencies	82.61%	89.90 %	81.58%	82.51%

Source: Authors' work

The results show that the size of the organisation influences the observed benefits more often than family business status and economic sector. Detailed results are presented in Table 7.

Table 7

Influence of Selected Factors on the Observed Benefits

Observed Benefits	Factors		
	Economic Sector	Organisational Size	Family Bus. Status
Retaining Key Staff	Not Significant	Not Significant	Not Significant
Reducing Employee Turnover	Not Significant	Not Significant	Not Significant
Increasing Employee Motivation	More Often Observed in III, Less II**	Increases with Organisation Size*	Not Significant
Improving Org. Culture and Positively Impacting Employee Values	More Often Observed in III, Less II*	Increases with Organisation Size***	Not Significant
Developing Employee Education, Knowledge, and Skills	More Often Observed in III, Less II ***	Increases with Organisation Size***	Less Observed in Family Bus., More in Non-family ***
Improving Employee Performance	Not Significant	Not Significant	Not Significant
Enhancing the Company's Reputation	Not Significant	Increases with Organisation Size***	Less Observed in Family Bus., More in Non-family **
Enhancing Employee Health	Not Significant	Increases with Organisation Size**	Not Significant
Acquiring New Talents	Not Significant	Increases with Organisation Size***	Less Observed in Family Bus., More in Non-family **

Note: II is the secondary, III is the tertiary sector of the economy

* 10% level of significance, ** 5% level of significance, *** 1% level of significance

Source: Authors' work

Discussion

As is visible in Table 4, *staff reassignment to more suitable positions* is used more frequently in the secondary economic sector and less in the tertiary sector. On the contrary, *Adaptation of work programmes to fit different age groups*, *Care for employee health*, *promotion of physical fitness and healthy eating*, *Support for personal and career development through skills training at every stage of an employee's career*, *Creating tools to support intergenerational learning* and *Use of mentoring and reverse mentoring* are more often applied in the tertiary economic sector and less in secondary.

With the increasing size of the organisation, they significantly increase using these five practices: *Care for employee health*, *promotion of physical fitness and healthy eating*, *Support for personal and career development through skills training at every stage of an employee's career*, *Development of health and safety practices*, *Creating tools to support intergenerational learning* and *Use of mentoring and reverse mentoring*. On the other hand, applying motivational programmes according to the needs of different generations decreases with the size of the organisation.

As far as the relationship between being a family business or not and the frequency of application of certain practices is concerned, the effect is very small. In family business organisations, only *Creating tools to support intergenerational learning* is less often applied than in non-family businesses. Other practices and their frequency of application are not affected by this factor.

Focussing on the benefits, the two most frequently observed benefits, which are *Retaining key staff* and *Reducing employee turnover*, and *Improving Employee Performance* are not influenced by any of the factors examined. However, all other observed benefits are more or less influenced by the size of the organisation. The benefits are observed more frequently as the size of the organisation increases.

As far as the economic sector is concerned, its influence can only be seen in three benefits. These are more common in the tertiary sector and less in the secondary sector. They are *Increasing employee motivation*, *Improving Organisational Culture and Positively Impacting Employee Values* and *Developing employee education, knowledge, and skills*. Concerning the family business status, it can be argued that the benefits of *Developing employee education, knowledge, and skills*, *Enhancing the company's reputation* and *Acquiring new talents* are less frequently observed in the family business and more often in non-family.

If organisations decide to implement age management, these observed benefits from other organisations can help set expectations for the implementation of age management practices.

We can summarise that the economic sector of the organisation most strongly influences the choice of age management practices, and the observed benefits vary mostly depending on the size of the organisation. In the literature review, no prior research was found that examines the application of specific age management practices in relation to these or other factors. However, the partial results can be compared with those of Sousa et al. (2020), who found that workers in manufacturing firms, which corresponds to the secondary sector, will benefit from practices aimed at accommodating practices such as flexible work arrangements (e.g. compressed workweek, exemption from night shifts). This may correspond to practices *Adaptation work programmes to fit different age groups*, and *Reassignment of employees to a more suitable position*. However, Urbancová et al. (2017) concluded that the economic sector and the size of the organisation do not influence whether organisations apply the age management strategy or not.

In the context of further research, it would be appropriate to focus in detail on individual factors and their impact on the implementation of specific age management practices. The reasons for their influence can also be examined. It is possible to look at the links between applied practices and observed benefits both in general and depending on sector, firm size, or family business status. The authors now focus on the analysis of whether using a combination of different practices increases the likelihood of observing different benefits.

A limiting factor may be that HR managers will not be able to define which practices produce which benefits. Suggested practices are often applied not only in the context of age management but are used in general to contribute to greater employee satisfaction in organisations. The second limitation arises from the fact that only organisations operating in the Czech Republic were contacted, which may limit the generalisation of the results. However, it is assumed that many companies in the Czech Republic belong to international concerns and, at least within the European Union, the practices will not differ much. The last limiting factor is the lack of respondents from the primary sector. Given the nature of work in this sector, it seems more appropriate to approach these organisations differently.

Conclusion

Human resources are an inherent competitive advantage for organisations today. However, the changing needs of the emerging generation, the need to extend an individual's active working career, and the demands placed on the workplace are challenging today's managers. Age management can help manage an age-diverse workforce.

However, selecting the appropriate practices and expectations of their application can be challenging. This paper aimed to find out whether the practices applied and the benefits observed vary depending on the economic sector, the size of the organisation, and whether it is a family business.

Based on a proprietary survey conducted in March 2023, the most commonly used age management practices and the observed benefits were identified. Subsequently, a chi-square test was used to determine if the results differed based on the selected categories.

It can be concluded that the influence of individual factors has been identified, but most of the time, it is not significant or occurs in less common practices. The economic sector, in which the organisation operates most commonly, influences the applied practices, while the size of the organisation primarily influences the observed benefits. These effects are often rather minor, so it cannot be assumed that the practices will not have an effect if they are implemented in the organisation.

This knowledge can help an organisation that decides to implement age management to select the most appropriate practices for the organisation. The suggested benefits can also serve to define better the objectives that the organisation can expect to achieve with the implementation of age management.

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Appendix

Table I

p-values of the Chi-square Test for Age Management Practices

Age Management Practices	Factors		
	Economic Sector	Organisational Size	Family Bus. Status
Adaptation of Work Programmes to Fit Different Age Groups	0,0455	0,4975	0,7180
Reassignment of Staff to the More Suitable Position	0,0399	0,5906	0,5585
Care for Employee Health, Promotion of Physical Fitness, and Healthy Eating	0,0045	0,0000	0,1146
Support for Personal and Career Develop. through Skills Training at Every Stage of an Empl. Career	0,0312	0,0001	0,1607
Development of Health and Safety Practices	0,9441	0,0182	0,1721
Workforce Planning for Age Diversity and Promotion of a Positive Age Policy	0,6779	0,8886	0,1821
Creating Tools to Support Intergenerational Learning	0,0801	0,0002	0,0172
Motivational Programmes According to the Needs of Different Generations	0,2470	0,0039	0,2403
Tailored Further Training for Older Workers	1,0000	0,6418	1,0000
Use of Mentoring and Reverse Mentoring	0,0037	0,0493	0,1464
Special Forms of Recruitment for Different Age Groups	0,7135	0,9042	0,8709

Source: Authors' work

Table II

p-values of the Chi-square Test for Age Management Benefits

Age Management Benefits	Factors		
	Economic Sector	Organisational Size	Family Bus. Status
Retaining Key Staff	0,6875	0,9846	0,1771
Reducing Employee Turnover	0,6999	0,3344	0,2721
Increasing Employee Motivation	0,0327	0,0633	0,3446
Improving Org. Culture and Positively Impacting Employee Values	0,0813	0,0021	0,4193
Developing Employee Education, Knowledge, and Skills	0,0028	0,0003	0,0033
Improving Employee Performance	0,2378	0,1245	1,0000
Enhancing the Company's Reputation	0,1743	0,0192	0,0455
Enhancing Employee Health	0,1499	0,0611	0,1721
Acquiring New Talents	0,2902	0,0000	0,0410

Source: Authors' work