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**Ageing Workforce Factors**

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We live in a period where maintaining age diversity in the workplace is a must. It is essential for organizations to flourish and to achieve the vision they set for themselves. Tailoring policies and practices for age diversity is an important stress in the management of human capital. While finding common ground within a generation can be easy, especially where people have spent their decisive years in the same era. However, constructing bridges across generations remains challenging. Members of different generations often do not share the same points of reference or the same rank of connectedness. Where there is communication breakdown, there are clear implications for the workplace. Managers and leaders need to recognize that diversity of age among their subordinates may put in much value in terms of ideas, creativity and innovation. And as the inhabitant ages, everyone will need to better understand the makeup of the generations. In particular, older workers feel disenfranchised and annoyed at their dealing with the organizations which, in their opinion, favours younger workers. The implication for organizations is that both groups should be treated separately, with each having its own particular needs and expectations. This includes, for example, implementing strategies such as training methods suited to the requirements of each age group and conducting age diversity teaching to increase awareness of what it means to be either a younger worker or an older worker.

There are many hypotheses on the varying attitudes of generations and/or age groups concerning work. There is a rich managerial literature that focuses mainly on the literary differences between generations. These dimensions jointly shape the particular orientations towards work of each generation.

Basically, ageism is bias against a person or group on the basis of age. Both the young and old, and everyone in between come across ageism. Age discrimination in all its guises is a universal, highly changeable and multifaceted fact. In the workplace, we require age diversity to yield from the priceless contributions that each age group can offer. However, with the age diversity that is present within business, there is an unhealthy level of ageism. Ageism is there in every phase of employment from recruitment and selection to terminations. Age impacts training and development, decisions about promotions and demotions, retrenchments and redeployments, and everything else in the workplace.

Most workers feel age in the workplace is irrelevant, with more than half the job hunters in many countries citing skills, knowledge, relevant experience, personality, or some mixture, as the most important factors. Yet, workers seem to adhere to a premise that experience, expertise, ability, skills, knowledge and intellectual capital are all age related. The firm belief is: if you are not the right age or fit in to a particular generation, you do not have what it takes to do a particular job or you are just not suited.

Attitudes-regarding work and employment are mainly a theme of discussion among workers over 30 years old. They see the younger generation as very dissimilar from the other generations and they qualify this dissimilarity in terms of "motivation": young workers lack initiative in and enthusiasm for their work, and their concern is assumed to be mainly influential. This attitude is explained by cultural changes, and

by changes in the emotional contract between employers and employees. Younger workers are oriented to short-term issues, to dealing with unbalanced jobs and to control their own career paths. Therefore, they do not have the same loyalty towards their employers, and the older generations understand this as a lack of motivation.

The paths and careers of young workers are unlike from those of other generations of workers. Each generation is conscious of these differences; however, it is mainly older workers who have this topic. Differences exist at all points in the paths of employees of different generations: in their training, entry routes into the labour market, when starting a family, in working situations. Older workers have a twofold dialogue: on the one hand, they explain life as being easier for young workers, but on the other hand, they depict the employment status of young workers as being tremendously difficult compared to what older workers practised when they entered the labour market many years ago. Uncertainty, despite the completion of higher education, is seen as the main feature of youth path. The life course or path outlook is important in the analysis of intergenerational associations at work; the differences are rooted in contexts but they also leave their mark. Past history matters in an individual path and past experiences have an impact on future steps, they leave marks that will not fade away spontaneously. The bulk of older workers' careers were spent in communitarian enterprises, while young workers enter the labour market with images of open organizations, an organizational model, which is promoted in the public sphere. However, talks about individualization do not rest exclusively on the workplace; they deal with society as a whole.

With respect to their portfolios of skills and their operational methods, older workers are described as more ordered, more logical, more organized, less hyperactive, more

calm. They bring their insight to bear in their daily work. These attributes are seen as the product of practice.

**Conclusion:**

Job design factors that emphasize intrinsic values such as autonomy, self-worth, recognition, and free time, will be precious for older worker cohorts. Similarly, management programs (such as mentoring) that match skill sets to worker experiences and knowledge reinforce the need to both guard and expand existing skills regardless of age. Many of these issues, however, will be context precise depending on the nature of the industry and firm characteristics. Finally, the realities of changing worker participation suggest that new opportunities are available for mature workers. In addition, it can be a demonstration of management and organizational flexibility.

Companies that differentiate on the basis of age are restraining their chances of recruiting and retaining the best people. As people live longer, engage in lifelong learning and pursue intellectual and skill growth throughout life, diversity in the workplace will become more common. In their quest to open doors to employment, development and opportunities for all working people, human resources specialists should not be constrained by age issues.