

# **Mgr Wojciech Nowak**

## **Summary**

Age management is a current and very important issue in the management of modern enterprises. The aging of society is a threat to the labor market and the problem of pension system. In many countries, one of the key roles of economic and social policy is to increase the labor force participation of older people, and age management in enterprises is a major cause in the pursuit of this goal.

Age management means, above all:

- focusing on what is most important for a given company i.e. knowledge and skills, reliability of the employee regardless of age,
- organising working conditions so that they make it possible to use the potential of an employee regardless of age,
- using the opportunities arising from the cooperation of workers of different age and eliminating threats,
- motivating a team of employees and influencing their engagement.

Age management applies to people of different age groups. However, it generally refers to the employment of older workers. In Poland, it is associated with the fact that people over 50 years of age find it more difficult to maintain employment, and after losing it, they have trouble returning to the labor market.

One of the fundamental elements associated with modern human resource management is employee engagement. The correlation between requirements and commitment depends on the nature of the requirements. Requirements that employees classify as constraints have a negative effect on commitment. On the other hand, requirements that employees classify as a challenge to them have a mobilizing effect on commitment. For this reason, the key to approaching employees is awareness of the demands placed on them. The priority link of the Job Demands-Resources concept is to initiate a creative modification of the work environment. This takes place on a personal level and is an attempt to transform the resources and demands of work in a non-coercive way.

The concept presented by Job Demands-Resources states that limiting the factors influencing engagement solely to requirements and resources is an exaggerated simplification, and what is more important, it has only an organizational form and not a

justifying. Therefore, it is expressed in concrete action. In this way, employees can be influenced to gain the greatest benefit together.

This dissertation characterizes human resource management from an age management perspective, but also addresses employee engagement models in companies. Current legislation indicates that people approaching retirement age are protected, which may deter potential employers. Older people want to work and use their experience and professional qualifications to feel still useful. This aspect is relevant to the dissertation because most of the literature on the subject focuses on the very idea and indication of the usefulness of employing such people. Therefore, the author perceives a certain gap in the scope of the literature on the subject, as there is still a lack of insightful analysis when it comes to indicating specific Solutions for the employment of aged personnel into organizations. Older people tend to be on the margins of such studies and are even often overlooked when it comes to this kind of employment. Therefore, this dissertation helps to fill these gaps. This conclusion was reached based on the analysis of most of the literature studies that date back to the last several years.

The aim of this paper was to try to indicate the specificity of age management and its relation to employee engagement models in companies. Thus, based on the research activities undertaken, the author tried to create a model of engagement management in different age groups of employees. The mentioned model is a response to contemporary problems and needs in creating workplaces also for older people. The dissertation was looking for answers to several research problems. They were deliberately divided into main and specific research problems, because on this basis the most important research area was delineated. Accordingly, the main research problem was the question: what initiates and supports age management in enterprises?

The theoretical aim of the author's dissertation is to analyze the acquired literature on the key issue of Human Resource Management in the perspective of age management of employees. The aim of conducting the author's research is to analyze the determining factors and present a model for the engagement of elderly employees in the organization.

The specific nature of the research paper prompts the development of a central hypothesis:

*Enterprises, through the application of age management, are benefiting from employee engagement across age groups.*

The aim of the realization of the main hypothesis based on the analysis and interpretation of the literature formulated auxiliary hypotheses:

- *Engagement is one of the main factors that influence the success and better economic performance of companies. .*
- *The major reasons for applying age management are the aging of the population, low participation force participation of older workers, counteracting age discrimination.*
- *Employing workers of different ages in enterprises, allows them to more quickly react to the changing global economy. With the right mix of skills, companies show better financial results and are more efficient.*

In order to verify the conditions above, the author decided to use several research methods. First, he analyzed and synthesized the literature on the subject. This allowed to develop theoretical assumptions for the studied problem. Then, a survey was conducted among the representatives of the management and employees, with 150 people in each group, and their selection was non-random. In the case of managers, these people had to be directly related to age management in relation to older people, and among employees they had to be people who work with people aged 50+. The obtained responses were subjected to analysis and selected static studies. Thanks to this it became possible to verify certain hypotheses.

This resulted in five chapters of the dissertation. Which made it possible to organize the theory, which was then supplemented with the results of the conducted research. Thus, it became possible to determine whether and to what extent theory coincides with practice. In addition, against this background, it became possible to develop a completely new model of managing employees in the aspect of their age.

The first chapter characterizes the management of age groups in an enterprise. In this case, the meaning and tools of age management were referred to first. Then, the strategy of managing age-diverse groups of employees in enterprises is indicated. Finally, this section concludes by identifying the benefits of implementing age management. Chapter two was devoted to the concept of engagement management. For this reason, the considerations began with the definition of work engagement. Then, the specificity of engagement in the theory of job requirements and resources has been pointed out. The particular elements and types of engagement have also been characterized. The chapter was enriched by an aspect of the recruitment and selection process that influences the concept of employee engagement. Chapter three identifies the essence of the model approach in employee engagement management. In this case, reference was made to the engagement cycle. Next,

engagement models were presented. In addition, the factors affecting employee engagement at work were analyzed. The fourth chapter presents the research part relating to the presentation of hypotheses and objectives of the dissertation, justification for the selection of the research sample. The course and process of the research is also presented. The fifth chapter, in turn, contains an analysis of the impact of managing different age groups in enterprises on the level of engagement. The results of own research were presented here. Therefore, the considerations began with the methodology of research and characteristics of the studied group. Then the results of age management analysis in Polish enterprises and State organizations are presented. and State organizations. It also identifies and analyzes the phases of the employee commitment cycle in different age groups. Finally, the characteristics of models of employee engagement management in Polish enterprises and State organizations, in order to create our own model of managing this group of employees.

The paper ends with a conclusion, which presents the most important findings in the scope of the considered problem and conclusions from the conducted research. The research conducted along with the literature analysis achieved all of the dissertation objectives. The dissertation has educational and practical potential for enterprises by presenting a new model of engagement with employees at an advanced age.