

Manager's Attitude towards Old Workers: A Theoretical Discussion from Indian Organizations Framework

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Abstract:

➤ *Persistence:*

The aim of this article is to evaluate the literature in order to investigate how managers in India view senior employees.

➤ *Approach/Methodology and Design:*

The study used a theoretical approach and focused on how managers' attitudes toward employees were interpreted and responded by different authors. While coming on the crust of interpretations, the results of several study articles were considered.

➤ *Findings:*

Three out of five unfavorable attitudes—that older workers cause disputes, that their credentials are deemed antiquated, and that they are unable to keep up with advancements seen present. In certain instances, managers' opinions of senior employees noticed more favorable than unfavorable. Many businesses shown their hesitant to hire and keep senior employees due to output. Many businesses have voiced their concerns about expense of hiring senior citizens. Some organizations providing flexible work environments allowing employees to work longer hours and solve problems in people's lives, like physical health deteriorating over time and importance of actively gaining experience at any age. The managers' attitudes on their own superannuation preparation had an impression on how they felt about their employee's retirement ages. Managers' perceptions of older employee's alleged about soft skills and other related contents such as loyalty and dependability have found changed. Regardless of age or mentoring, age management methods in organizations have strong chances of created physical & prolonged working life and reduce difficulties. Strategies pertaining to retirement, work capacity evaluations, healthy workplaces, aging as a phenomena and difficulties faced by older individuals noticed among areas where their businesses lack understanding. Although there were no age restrictions during the hiring process, few managers still intend to seek out senior employees eagerly. It was usual for labour unions to have helpful and a positive opinion about senior workers. Older people' lack of IT skills continues to be a crucial obstacle to their hiring. Factors such as shifting demographics, economic downturn, rising health care costs, stability of Social Security, Medicare systems, shortage of qualified replacement workers, older workers' improved health and longer lifespans and their willingness to participate were noticed important one. Views on hard skills, such as physical endurance, new technological abilities and a readiness to learn have remained unchanged.

➤ *Implications of the Research:*

The study looked at a number of studies on managers' attitudes about senior employees. These studies have, however, included additional facets of HRM, which would have contributed some intriguing perspectives to the research findings.

➤ *Practical implications:*

The results indicated the need to implement crucial procedures to ascertain managers' attitudes toward senior employees in Indian companies. The fate of senior employees in Indian companies will be determined by clearly defined attitude of managers' attitudes toward their employees.

➤ *Novelty/Value–*

There is no sufficient literature on the topic in Indian organizations, that's why this study was conducted.

Keywords: Managers, Senior Employees, Work place, Attitude, Experience and Skills.

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I. INTRODUCTION

The economic cost of an aging society is influenced by the employment prospects of older individuals. If workers continue to retire at early ages that have become norm throughout previous generation, present generation's aging will lower the proportion of working taxpayers to senior citizens. The financial system could produce more goods and services, improving living standards for both workers and nonworkers and generating more revenue for government initiatives, if older people kept working. One important aspect of their employment has been seen as desire of employers to letting and hold older workers. Employers may be hesitant to hire seniors if they have lack of contemporary skills and less motivated than their subordinates. Managers may view older workers as expensive due to their higher demand for compensation. If companies are reluctant to train older staff because they expect to retire, they may find it difficult to recover the costs of their training. Absence of possibilities for training may prevent older workforces from advancing in their careers, obtaining the best jobs and improving their job satisfaction and pay. However, due to their expertise, maturity, and strong work ethic, certain companies may choose older employees over younger ones.

Therefore, the effect of managerial attitudes on elder job chances can be considered not an immediate evident.

➤ Manager

Employees" are individuals who work for a company, organization, or individual in exchange for wages or a salary. They perform tasks or services under the direction and control of their employer, following agreed-upon terms of employment. Employees may have different roles, responsibilities, and levels of authority within an organization.

➤ Old Employees

The senior employees who are near to their superannuation stage or who will be superannuated in some years say two or three years. No doubt the experience of old workers is always crucial one and they have been know to be the assets of each organizational. However, due to inducement of technology in modern business for which new skill required to be learned by each worker from time to time and this scenario has become negative aspect for old workers because they are not technology savy and interested to work on old knowledge basis or habitual of doing the work manually. There for their future to be retained in the organization is becoming uncertain day by day.

➤ Managers Perception towards Old Employees

Important aspects of managers' perceptions of senior staff members include their status as important repositories of societal knowledge and technical expertise. Frequently chosen for advising or mentoring positions. Older workers are resistant to change and in favor of new technology. varies

greatly based on the person and the assistance given. A decrease in fitness or energy is perceived by certain management. Better decision-making, attention, and time efficiency are acknowledged by others. Older workers are frequently viewed as more reliable and dedicated. less prone to "job hop" than younger employees. Managers may be hesitant to make significant investments in the training of senior staff members. This raises issues about age discrimination. Supervisors might believe that senior staff members are "on their way out." Knowledge theft could result from improper succession planning. A few elements A few factors that affect managers' perceptions include their own background and age, the culture of the company, their prior interactions with senior staff, and the organization's focus on inclusion and equality.

II. REVIEW OF LITERATURE

According to Furunes *et al.* (2005), this study only partially satisfies one criteria of manging age management, which is employment rotation. Apart from cutting working hours, not many further efforts were taken to accommodate employees' demands for flexibility. Physical strain is common in work in hotels and restaurants. Usually small and medium-sized businesses, and there aren't many other options for employees who can't stay in their current roles. Although managers believe there were few opportunities to lessen physical pressures, research indicated that health-care industry has been able to do so by implementing a strategy known as age-proofing jobs. Despite the fact that customer expectations dictate the pace of work, older individuals appear to be just as adept at completing tasks as younger ones because of their long expertise, which counteracts the physical limitations associated with aging. Building an age-balanced workforce would benefit most managers because younger and older workers complement one another. In their report, Francine *et al.* (2012) said that in-depth interviews with thought leaders and national specialists in the field of employer strategies to handle the aging workforce were carried out. created suggestions to fill the knowledge gaps in technological support, public policy, and research pertaining to employers' attempts to hire or retain older employees and employees with age-related disabilities. Over forty percent of the current U.S. workforce were 55 years of age or older. It was intriguing to observe the discrepancy between the concern about keeping older workers' skills, abilities and lack of concern that many American businesses have the practice of adapting their aging staff. According to Chen (2015)'s survey an older worker's ability to find employment was influenced by their experience and skill set. Recruiters thought that if a position was skills-based and registration-based, older people tended to have greater insulation in the workplace. In addition to weight clients' unwillingness to recruit older workers, poor IT skills also indicated that older people may not be able to establish modern job search strategies to obtain acceptable employment. The findings implied that older people should voluntarily acquire IT

professional skills in a way that tailored to their learning preferences in order to increase their chances of finding employment. Some sectors still fundamentally orientated towards recruiting younger people, despite a general increase in knowledge of the advantages of older workers. They have included high-performing industries like security and banking as well as industries where projecting a youthful. The idea that senior employees didn't belong in today's workplace can be lessened by fostering a culture of lifelong learning.

Johnson (2017). Many businesses have considerable concerns about employing and keeping older workers, despite the fact that the research currently available on employment prospects at later ages is insufficient and occasionally inconsistent. While assuring surveys that they admire older workers' experience, education, maturity, and work ethic, many employers express persistent concerns about what they see as their lack of inventiveness and willingness for work. The expense of hiring older workers is another issue that many businesses worry about, despite the fact that actual age-based cost differences are minimal. Related to their younger counterparts, older workers also receive less on-the-job training. Additionally, managers are hesitant to promote older workers to jobs that need innovative and more resistant to change than fresher according to quasi-experimental studies. The employment outlook for rank-and-file employees and those with low skill levels may be particularly dire as they age. They appreciated older workers to be accumulated by managers and professionals with higher levels of education than by those with lower levels of education. Surveys show that old workforce did better than their fresher counterparts, but employers said older blue-collar workers perform better.

According to Nilsson's (2018) research, managers' attitudes regarding the retirement age of their senior employees seemed to be linked to their own retirement planning. Keeping older employees past the age of 66 was deemed more crucial by managers who wanted to stay on the job rather than those planning to be released at superannuated age. The older employees were more cautious, having knowledge and lifetime experience that helped them in the job, and helped mentor new and younger employees. The assumption that older people are slower, less educated, resistant to change, and tech-hostile was accepted by most managers, nevertheless.

In his master's thesis, Leirdal (2019) posited that there were differing opinions regarding presence or absence of an ageing workforce in the hospitality sector. Some thought that older workers would be more prevalent, claiming that people now place a higher value on health and education. Others said it was implausible that industry's percentage of elderly workers rise as a result of immutable elements like unfavourable working hours. The findings showed differing opinions about whether or not hospitality sector would change as a result of ageing. While some informants thought that the workforce will continue to be dominated by younger workers, others said that the age variety had increased.

In their study, *Dalen et al.* (2020) noted that managers' perceptions of older workers' so-called "soft skills," such as loyalty and dependability, have changed considerably. Views on "hard skills," such as physical endurance, new technological abilities, and a readiness to learn, have remained unchanged. Key factors influencing these shifts include the manager's age (the older the boss, the more likely it is to see a optimistic change in attitude of older employees) and the nature of their interactions with them. Managers' evaluations of hard and soft abilities tend to diminish in tandem with a worsening of their relationship with senior employees. The opinions of individual managers regarding the abilities of older employees have improved. However, this shift has mostly only affected soft skills rather than hard abilities, which are a significant component of what companies want. Compared to younger supervisors, elder administrators more favorable towards older employees. This relationship is non-linear, though, with managers showing the largest positive shift in opinions. Stereotypes are likely to shift as a manager ages and begins to identify with the older worker in-group. Managers who witnessed a decline in the quality of contact over time were more pessimistic about the productivity services of older workforce. In their review study, Dalen & Henkens (2020) argued that prejudice and stereotypes against people or groups based on perceived age are prevalent. In addition to helping older individuals who are looking for job, organizations may also benefit from efforts to address this situation. Older employees are seen as having interpersonal skills, dependability, and a strong sense of loyalty to the company. A sample of Dutch managers was asked to rate their stereotypical opinions on older workers every three years. The researchers then looked at whether these opinions changed and what variables contributed to the shift. Three findings are presented in this study. The opinions of individual managers regarding the abilities of older employees have improved. However, this shift has mostly only affected soft skills rather than hard abilities, which are a significant component of what companies want.

Frøyland *et al.* (2020) in their opinions about the roles, conduct of senior employees in the company mean how they interact with and disrupt others, as well as how they engage with the workplace and the task at hand. While the first category can be associated with a supply-side viewpoint, the latter seen consistent with a demand-side perspective because it emphasized interactions and processes taken place at work. However, objective was to develop the demand-side standpoint, both types to gain a better understanding of workplace attitudes, procedures and activities rather than learning about older employees was utilized. Other events and views did not fall into any of the previous primary categories, as they were extremes and likely to point in diverse routes.

Blomé *et al.* (2020) have identified interrelated metrics and critical areas of age management. The survey has found three main topics that highlight the views and opinions regarding unified age managing approaches for the advantage of employees and companies. Current work environment rules and practices: firms have good chances to build a nice an adaptable and dynamic workplace that can help people

solve their life's puzzles and enable a prolonged working life. Social participation and attitudes: White-collar workers are less affected by physical health deteriorating over time, while mental attitude is more significant. Experience and mentoring: Regardless of age, it is thought to be crucial to actively focus on gaining experience, and mentoring is generally valued. These topics are probably going to serve as the cornerstone of a successful integrated age management plan. In their study, Alicia and Wettstein (2020) noted that a survey's main finding was that older workers have strong chances of continuing their careers. Despite being perceived as more expensive, older workers were also thought to be more productive. When the statistics for 2019 and 2006 are compared, the most significant finding is that employers' opinions of support workers have improved. The main query was how much employer attitudes affected actual hiring decisions. Similar favourable assessments of older workers' output have been found in other employer surveys; yet, a number of studies have revealed prejudice against older workers throughout the hiring and retention processes. However, the survey presents a rather positive image. According to Meng *et al.* (2021), demographic changes have made it more necessary to prolong working life. Ironically, discrimination and age-based prejudices may limit workers' long-term employment chances. Though views on older workers have been extensively studied, much is known about how opinions vary by gender or occupational grouping. People from ISCO group 14 essential situated work were more likely to report both favorable and adverse experiences than people from the Global Standard Classification of Occupations groups, which primarily included women and manual work, respectively.

In their study, Meng *et al.* (2022) found that elder workers' skills are out of date, they can't keep up with the pace and development, and third of the fifth reservations cause disagreements were prospectively linked to an increased risk of losing paid employment. Positive attitude perception was prospectively linked to a lower chance of losing one's job. A higher chance of losing paid employment was prospectively linked to the impression of age discrimination. By using a longitudinal methodology and taking into account real changes in labor market involvement, the results support the body of research on the relationships between ageism and labor market attachment. Nonetheless, some unfavorable sentiments might be more harmful to older people's involvement in the labor market. The risk was decreased by workers' favorable opinions of managers' dispositions. Maintaining older workers in the workforce seems to depend on positive relationships between managers and employees. According to study by Axelrad *et al.* (2023), managerial prejudice has been identified as a major contributor to oldness and supplementary types of disparity in the allocation of assets and prospects at work. Since studies on elderly employees rarely look at effective organisational structures for lowering age inequality, aged difference was rarely discussed in studies concerning inclusion at work. They proposed an organisational strategy to comprehend the increasing number of undesirable age and examined the contentedness of administrators' preconceptions around elder employees along two separate dimensions. Fully negative

stereotypes reacted better towards accountability systems, while undecided stereotypes reacted better towards interactions between groups.

According to Carlstedta *et al.* (2024), the findings were organized into categories like older employees in the Company and managers who were interviewed expressed conflicting opinions about how to handle the issue of aging employees. The informants would rather discuss experience and skill than age throughout the interviews. The stigma associated with age could be exacerbated if workers are singled out based only on their age. However, it appears that the informants in this study lacked clear and comprehensive plans for older workers' development or competence transfer. The management's suggestion to increase the departure phase consumes not included any particular actions, policies, or procedures. Acts pertaining to superannuation, effort evaluations, vigorous workshops, aging as a phenomena and difficulties faced by elder individuals are among the areas where their businesses lack understanding. Our study demonstrates what has to be changed in order to fulfil government's goals of extending working lifespan by weight the current situation of data and the level of preparedness to keep older employees in the businesses under investigation. The growth in the departure phase hasn't had any immediate transformative impacts; it has just extended working life by a few years.

➤ Research Gap

A thorough literature has been consulted for finding the research gap. There are few studies related to perception of managers towards old work force in the organizations. However, there is not a single study on this employee related issue from Indian context. The almost studies have been conducted across the boarder and outcome of these studies describes that there is significance of studying the attitude of managers towards old employees to know what the managers think about old work force at work place in India. Therefore, there is gap in research. Accordingly, the identical topic has been selected for studying attitude of managers towards old workers in India for knowing the problems of the old workers and the organizations.

III. METHODOLOGY FOR RESEARCH

The primary goal of research remained to discuss the attitude of managers towards old workers in India.

➤ Objectives of the Study

Accordingly, following objectives have been formulated:

- To Study Manager's Attitude towards Old Workers in India.

➤ Research Design

Research design is called as blue print for a homework which basically encompasses of various methods concerning how compulsory the material under studied using literature review efficiently. Since, the study is theoretical in nature, so the methodology used in the study is based on reviewing

various research studies, articles, papers, thesis (published/unpublished), text books, reports by various authors, etc. Accordingly, understandings have been pinched and inference has been made.

IV. FINDINGS AND CONCLUSION

Although managers believed, there were less opportunities to lessen physiological pressures, research indicated that medical profession has been able to do age proofing occupations (Furunes *et al.* (2005). The innovative and inventive ways that businesses in a variety of industries dealt with problem of retaining talent as their staff matures, proving that US is lacking in innovation (Francine *et al.*, 2012). Businesses where experience and reliability are valued highly and where roles not altered by technology advancements have seen as most accessible to older workers (Chen, 2015).

Even the expense of hiring older workers is a source of concern for many businesses. Even while there aren't many real age-based cost differences, retirees get less hands-on instruction than those who are younger (Johnson, 2017).

Keeping older employees past the age of 66 was deemed more crucial by managers who personally wished to continue working than by those intended to be retired at superannuated age. Conferring to the executives, aged workers were cautious with experience, capabilities and expertise aided them in the workplace and assisted in mentoring younger and new hires (Nilsson, 2018).

The vast popular of interviewees said it was crucial that the job market remain more evenly split in terms of seniority (Leirdal, 2019). Managers' perceptions of older employees' abilities have improved. Compared to younger supervisors, senior managers wanted to develop favorable opinion of older employees (Dalen *et al.* (2020). Workplace age approaches to leadership have potential to improve a healthy and flexible

work environment, allow employees to work longer hours and helped people solve their life's problems. Whatever your age, it has been crucial to work on gaining expertise was valued (Blomé *et al.* 2020). In officials' opinions, older workers were diverse group that behaved differently in the workplace. Uncertainty toward elderly employees and how to treat individuals resulted from these ideas (Frøyland *et al.* 2020). For ageing professionals, extending their career as employees will not always be simple, however, there is still promise in case of old workers (Alicia and Wettstein, 2020). In contrast to employers who seen no change in quality of contact while overseeing older workers, managers who have seen a decline in quantity of contact over time were more pessimistic about workable skills of older workers (Dalen & Henkens, 2020). Most respondents across all demographics said that their bosses' opinions towards elder employees were favourable than unfavourable (Meng *et al.* 2021). The engagement of elderly workers in employment opportunities negatively impacted as risk was decreased by workers' favorable opinions of managers' dispositions. Retaining older workers in workforce depended on positive relationships involving managers and their staff members (Meng *et al.* 2022).

One among the main causes of age and additional kinds of disparity in allocation of chances and resources at work has been identified as management bias. Group conflict increased negative and mixed stereotypes, although there were differences in sorts of industries where these preconceived notions seen decreased (Axelrad *et al.*, 2023). Government's proposal to increase age of retirement has not included any particular actions, policies and procedures.

Policies pertaining to leaving, work evaluations, sound place of duty, maturing as a phenomena and difficulties faced by older persons seen among the areas where organizations lacking (Carlstedta *et al.* 2024).

➤ *Manager's Attitude Towards Old Workers*

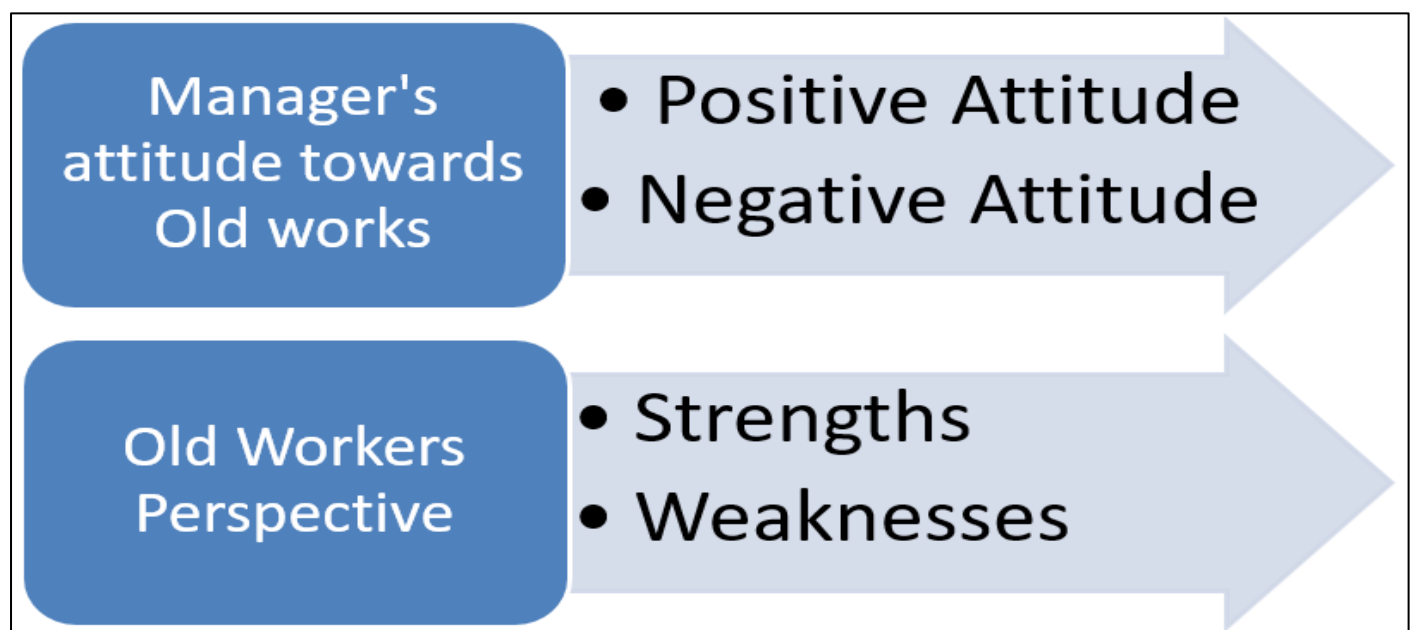


Fig 1 Developed by Researcher

➤ *Crust of Manager's Attitude Towards Old Workers*

Table 1 Crust of Manager's Attitude Towards Old Workers

Manager's Positive Attitude and Old workers Strength	Manager's Negative Attitude and Old workers Weaknesses.
Experience of Old Employees, Reservations for old workers, Mentorship Ability, Knowledge gap as compared to young generation employees, no age barriers, Positive attitude of trade unions, Willingness to participate in organizational activities, shortage of qualified replacement, managers own retirement age etc.	Outdated qualification, cost to be incurred on by organizations on physical health, lack of soft skills required in modern business communications, lack of information technology skills, lack in adapting new technology etc.

So, it can be said that there is mixture of positive and negative attitude of manager towards old workers and it has been seen that the work on above mentioned issue remained touched.

Accordingly, Objective of the Study *“To Study Manager's Attitude towards Old workers in India”* has been achieved.

RECOMMENDATIONS FOR FUTURE RESEARCHERS

After the discussion outlined above, it is suggested to conduct more studies on knowing manager's attitude towards old workers in Indian organizations as this is an untouched area in HRM from Indian perspective.

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