AGE-INCLUSIVE PRACTICES AND AGE-FRIENDLY WORKPLACE AS DETERMINANTS OF WORK EFFECTIVENESS IN MULTIGENERATIONAL ORGANIZATIONS

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Abstract *– The changing global workforce landscape increasingly requires organizations to implement Age-Inclusive Practices and build Age-Friendly Workplaces to sustainably strengthen work effectiveness in a multigenerational environment. Age-Inclusive Practices, through policies and initiatives that ensure equitable access and development regardless of age, play a crucial role in optimizing the contribution of each employee according to their capacity and uniqueness. This has a direct impact on increasing productivity, work efficiency, and the utilization of diverse generational experiences in the organization. Age-Friendly Workplace focuses on creating a healthy, comfortable and flexible environment, while supporting cross-age collaboration. This kind of work environment increases engagement, accelerates adaptation to change, and strengthens the intergenerational transfer of knowledge that is critical to the continuity of business processes. The synergy of the two concepts has proven to create a more responsive, innovative work system and minimize internal conflicts due to age stereotypes. These practices also reduce turnover and increase loyalty, which directly contributes to stability and work effectiveness at both individual and team levels. The impact can be felt in the improvement of work results, the quality of innovation, and the achievement of organizational goals in an increasingly competitive and dynamic environment. Age-Inclusive Practices and Age-Friendly Workplace build an inclusive corporate culture, and become the main foundation for creating sustainable work effectiveness in the era of multigenerational work.*

Keywords: *Age-Inclusive Practices, Age-Friendly Workplace, Work Effectiveness, Multigenerational, Sustainability, Inclusiveness, Knowledge Transfer.*

Didit Darmawan
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Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

194

INTRODUCTION

In many countries with an aging demographic structure, the current employment landscape is undergoing a remarkable transformation. Older people are no longer positioned as a marginalized group in the workforce. Many organizations are now seeking age-inclusive managerial approaches to deal with the reality of an increasingly age-homogeneous workforce population. Age-inclusive practices are starting to be adopted by organizations as a form of commitment to age diversity and efforts to ensure that individuals from different generational ranges receive equal recognition (Papavasileiou, 2017). This practice has become a crucial issue in human resource management, along with the challenges of globalization and changes in demographic dynamics that impact the modern organizational order (Napathorn, 2023).

Challenges in the field of employment involving workers across ages and efforts to maintain productivity in an environment that implements an Age-Friendly Workplace have become a strategic imperative. Organizations are required to be able to present the appearance of a work environment that takes into account the physical, psychological, and social needs of their workers regardless of age. With the Age-Friendly Workplace, efforts to empower the senior workforce can occur efficiently, providing them with equal opportunities in career development and technology adaptation. Fair and adaptive treatment enables the creation of positive synergies that increase both job satisfaction and loyalty of multigenerational employees (Dubovskaya & Naumets, 2020).

Work effectiveness across ages requires a new approach that understands the unique characteristics of each generation of the workforce. It is not uncommon for organizations to face obstacles in adjusting managerial processes, transferring knowledge, and adopting new technologies among senior workers. The harmonious relationship between Age-inclusive practices and Age-Friendly Workplace is believed to be able to foster employee motivation and adaptability so that cross-generational cooperation is more productive. This management is predicted to be the key to driving work effectiveness in today's increasingly multigenerational organizations (Nowacka, 2017).

Digital transformation also reinforces the urgency of implementing adaptive work policies for senior employees. The era of digitalization encourages organizations to be more innovative in developing a non-discriminatory work environment. Policy adjustments and strengthening Age-inclusive practices are fundamental prerequisites to support the work effectiveness of all employees (Jetha et al., 2023). In an

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

effort to ensure organizational competitiveness and sustainability, an in-depth study of the cross-age work model is considered urgently needed as a basis for empirical evidence-based policy making that can be widely applied to various industrial sectors.

One of the main problems that arise in the implementation of age-inclusive practices in organizations is ageism, an age-based prejudice that tends to discriminate against senior employees (Wagner et al., 2019). Ageism impacts the psychological well-being of older employees, and can suppress work motivation and organizational commitment to a large extent (Posthuma & Campion, 2009). Organizations are struggling to integrate age equity and diversity into their management strategies, and discriminatory practices are still common in recruitment, promotion and career development processes (Hampel, 2022).

Many organizations are still unable to create an optimal Age-Friendly Workplace. The main obstacle stems from a lack of understanding of the specific needs of senior workers, such as the need for adjustments to work facilities, flexibility in working hours, and the provision of technology training that is responsive to different levels of individual cognition. A less inclusive work environment ultimately marginalizes senior workers and hinders their performance in multigenerational teams (Vanajan et al., 2020).

The uncertainty of the influence of Age-inclusive practices and Age-Friendly Workplace on work effectiveness is also a diagnostic problem (Eppler-Hattab et al., 2019). Empirical studies often show mixed results regarding how far the relationship between these two aspects can increase productivity, collaboration, and innovativeness in multigenerational teams. This inconsistency in findings indicates the need for further assessment, especially through an in-depth qualitative literature study approach to get a comprehensive picture of the actual problems faced in the world of work.

The demographic transformation taking place in countries with aging populations proves that managing the senior workforce is a real need that cannot be ignored by today's organizations (Owen et al., 2022). The competencies, experience, and knowledge of senior workers need to be integrated with organizational strategies, so that Age-inclusive practices and Age-Friendly Workplaces become key instruments to support sustainable productivity and innovation (Shao, 2022). The ability of organizations to adjust to these challenges can strengthen competitiveness and drive progress amidst the rapidly changing global work environment (Košir & Šoba, 2016).

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

The literature review is necessary in order to comprehensively explore empirical facts, identify research gaps, and formulate an in-depth theoretical foundation around the relationship between Age-inclusive practices, Age-Friendly Workplace, and work effectiveness. This research provides a strong foothold for evidence-based policy making so that more adaptive and inclusive managerial practices can be implemented sustainably in various industrial sectors.

The purpose of this study is to analyze the characteristics of Age-inclusive practices related to the establishment of Age-Friendly Workplace in the organization, explore the relationship between Age-Friendly Workplace and various indicators of work effectiveness in a multigenerational work environment, and evaluate the contribution of Age-inclusive practices and Age-Friendly Workplace for strengthening work effectiveness in a sustainable manner. This study is expected to broaden the perspective of human resource management, increase theoretical understanding, and enrich organizational practices regarding the management of cross-age inclusive work environments.

METHODOLOGY

This study uses a literature study approach to identify, understand, and critically review scientific publications related to the relationship between Age-inclusive practices, Age-Friendly Workplace, and Work Effectiveness. The literature study was chosen because it provides the ability to explore arguments, find patterns, and build a synthesis of the variety of research that has been done before. This approach allows researchers to map the theoretical and empirical developments in the field of multigenerational human resources, while identifying relevant research gaps (Tranfield et al., 2003). Only relevant and peer-reviewed scholarly articles, research results and books were included in the review, with inclusion criteria based on relevance, originality and credibility.

The literature review process was conducted systematically by following the main steps such as source identification, selection based on abstract and full content, data extraction, and thematic analysis to construct a complete understanding of the relationship between Age-inclusive practices with Age-Friendly Workplace and work effectiveness. The use of qualitative analysis methods in literature studies is highly recommended by various experts because it enriches scientific insights, and will present theoretical and empirical syntheses that are relevant for the development of human resource management science (Booth et al., 2016). Literature data collection was supported by the use of leading international databases such as Scopus, Web of Science, and

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

ProQuest to ensure the breadth and quality of references in this review.

RESULT AND DISCUSSION

Age-Inclusive Practices in an Organizational Environment

Age-inclusive practices in organizational settings have become a major subject of concern in modern human resource management literature. These practices refer to a set of organizational policies, actions, and cultures that actively accommodate age diversity, ensuring there is no age discrimination or bias across all operational lines. According to Iweins et al. (2013), the implementation of age-inclusive practices includes transparency in the recruitment and selection process, competency-based job performance evaluation, and efforts to increase equal access to training and career development. Such practices provide opportunities for workers of all age groups to continue to contribute effectively, reduce the impact of ageism, and strengthen the adaptation of organizational culture to demographic changes (Fan et al., 2023).

Brewster, Chung, and Sparrow (2020) emphasize that age-inclusive practices are closely related to the successful creation of an Age-Friendly Workplace. This concept is based on creating an environment that is comfortable, safe, supports physical and mental health, and is responsive to the needs of both senior and younger workers. Flexible policies, provision of ergonomic facilities, two-way mentoring programs between generations, and customized technology training are examples of key strategies within the age-inclusive framework that encourage a culture of respect across ages. Managerial support for cross-generational cooperation contributes to reducing conflict, increasing loyalty, and fostering a sense of belonging among multi-age workers (Ali & French, 2019).

Key characteristics of age-inclusive practices include transformational leadership, implementation of age-based anti-discrimination policies, and equitable reward systems. In addition to eliminating generational gaps, this also sets the foundation for collegial relationships that bring together workers from across the age spectrum. Employee involvement in policy formulation, intergenerational dialog, and open communication further strengthen the Age-Friendly Workplace structure. Organizations that are serious about building such an environment generally show higher innovation output and better employee retention rates (De Boom & De Meulenaere, 2022).

According to Cadiz et al. (2022), age-inclusive management practices have a positive impact on organizational adaptation in an era of technological and job structure changes. Providing personalized training, directed career

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

198

development, and intergenerational knowledge transfer programs are proven to optimize the potential of all organizational members (Hales & Riach, 2017). Thus, the Age-Friendly Workplace is created not just from written policies, but is actually practiced in the reward system, performance evaluation, and interpersonal relationships.

Age-inclusive practices are the main prerequisite for transforming work culture towards an Age-Friendly Workplace. Organizations need to adapt to formal policies, as well as through attitude change, investment in the mental and physical health care of senior workers, and the creation of an atmosphere of mutual learning across ages. Initiatives such as the development of multigenerational work adaptation manuals and the implementation of structured mentoring confirm the central role of age-inclusive practices in the development of a future-oriented work culture (Appannah & Biggs, 2015).

Organizations that successfully implement age-inclusive practices consistently tend to eliminate generational barriers in daily work life. Employees with diverse age backgrounds can exchange experiences and insights, building an open mindset that benefits both the company and the individual (Oliveira, 2021). The loss of stereotypes about abilities based on age allows each employee to be honed to their potential. Support from organizational leaders is a major factor to ensure age-inclusive practices are systemic and sustainable.

Effective age-inclusive practices always prioritize the principle of collaboration. The synergy between younger and older generations in a work team results in the enrichment of complex perspectives, contributing to mature decision-making. Such collaboration enables the creation of a work environment that can adapt to dynamic business changes and demands (Barrett & Bourke, 2013). This approach provides room for innovation and experimentation within the organization, while still promoting the experience and wisdom of senior workers.

The implementation of age-inclusive practices also reflects the organization's social responsibility. Not only does it maintain productivity sustainability, but it also ensures that every individual, regardless of age, has equal opportunities for career development. Such a work environment demonstrates both professional ethics and humanistic values. It creates a more positive organizational atmosphere, gives senior workers the confidence to remain active, and respects the contributions of the younger generation (Napathorn, 2023).

When age-inclusive practices are firmly embedded, a work climate that

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

is responsive to the development of a multigenerational workforce will become more robust. Challenges that arise at the operational level, such as the adaptation of new technologies for senior workers, can be addressed through personalized training and psychosocial support from the organization (Barkhatova et al., 2021). The end result is an Age-Friendly Workplace that provides a long-term competitive advantage.

A commitment to age-inclusive practices brings significant benefits to an organization's reputation. Companies that are recognized as Age-Friendly Workplaces will find it easier to attract and retain top talent from across generations. A fair and inclusive organizational image encourages a more harmonious, adaptive work environment, and has a positive impact on productivity as well as the welfare of all organizational members (Hanrahan et al., 2017).

Relationship between Age-Friendly Workplace and Indicators of Work Effectiveness

Age-Friendly Workplace has long been identified as a key factor contributing to the achievement of work effectiveness in a multigenerational work environment. According to Ilmarinen (2006), Age-Friendly Workplace includes ergonomic physical settings, a supportive organizational culture, and policies that are fair to each age group.

Environments that address psychosocial well-being and equal participation opportunities for all workers, both young and senior, have been shown to consistently increase productivity. Organizations that prioritize Age-Friendly Workplace principles tend to experience improved levels of collaboration, communication and innovation within work teams. This is triggered by a work atmosphere that reinforces a sense of acceptance and value among organizational members from different generations (Acemoglu et al., 2022).

The implementation of Age-Friendly Workplace supports physical and mental health which in turn reduces absenteeism and turnover intentions. A safe, supportive, and respectful work environment is a determining factor for workers of all age groups to perform optimally in their tasks. In multigenerational companies, the existence of age-friendly policies is positively associated with increased efficiency of work completion time, strengthened organizational commitment, and employee loyalty. Age-Friendly Workplace strategies impact the quality of interpersonal relationships and two-way mentoring, creating a collaborative, inclusive, and innovative work ecosystem (Scholl et al., 2018).

Age-Friendly Workplace also affects the perception of work effectiveness through the mechanism of role adaptation. Flexible policies such as

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

working time options, age-based training, and access to health support facilities build feelings of confidence among workers, regardless of age. The existence of an Age-Friendly Workplace reduces the generation gap over technology and management styles, so that each age group can participate optimally in various business processes. Organizational culture transformation becomes more open and collaborative, thus accelerating the achievement of common goals (Eppler-Hattab et al., 2020).

According to Ilmarinen (2006), indicators of work effectiveness in a multigenerational work environment cannot be separated from the dimensions of adaptability, responsiveness to change, and the ability to share knowledge between generations. Age-Friendly Workplace encourages the birth of work and communication systems that are responsive and able to respond efficiently to organizational dynamics (Kumar & Singh, 2017). Adjustment of facilities, transparency of procedures, and competency-based assessments are important aspects to create a professional and productive work ecosystem.

Age-Friendly Workplace improves horizontal and vertical relationships within the organization, increasing the resilience of multigenerational work groups to uncertainty and change. A climate of trust and respect for age diversity enables each individual to bring the best potential in work contributions, both in terms of task execution effectiveness and continuity of strategic decision-making (Grosch & Scholl, 2020).

A consistently adopted Age-Friendly Workplace model creates an organizational climate that naturally supports cross-generational collaboration. The presence of effective communication, active participation, and a high sense of belonging strengthen the effectiveness of the work process in teams. An organizational culture that gives equal recognition to both experience and innovation further facilitates the transfer of knowledge between generations. This synergy enables the creation of innovative solutions to contemporary business problems while utilizing collective strengths (Wegge et al., 2012).

An age-friendly work environment not only increases motivation, but also fosters worker loyalty and attachment to the organization. Employees feel valued as individuals, not merely as numbers in an organizational structure. This results in low turnover and high job satisfaction, which are key indicators of work effectiveness (van Veldhuizen, 2012).

Achieving work effectiveness in multigenerational organizations becomes evident when Age-Friendly Workplace is implemented through

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

careful planning and monitoring. Flexible work standards, health support facilities, and lifelong learning programs make it easier to adjust workers' roles in the field. Team dynamics also become more adaptive, so that each individual is able to adjust performance to organizational targets (Grosch & Scholl, 2020).

The aspect of mentoring and capacity building across ages is a reinforcing element of the Age-Friendly Workplace (Owen et al., 2022). A two-way mentoring program allows for uninterrupted dialogue, interaction and knowledge transfer between age groups. At the implementation level, mentoring has been shown to accelerate technology adaptation, reduce resistance to change, and increase organizational cohesion.

Each age group brings uniqueness in work approach, problem solving, and channeling fresh ideas. Age-Friendly Workplace accommodates and optimizes all these advantages, so that work effectiveness can be accelerated. The innovation process is expected to be continuous, in line with the development of labor capacity (Marcaletti, 2014).

The implementation of Age-Friendly Workplace requires data-based policy management and objective evaluation. Monitoring instruments based on employee feedback are key to identifying needs and development areas, so that the implementation of

Age-Friendly Workplace is not just a slogan, but a meaningful operational reality (Egdell et al., 2020).

As the organization matures and grows, Age-Friendly Workplace contributes to creating a work system that is resilient to external changes. Trust, adaptation and a sense of belonging to a community strengthen work effectiveness, while the positive impact is felt at the strategic leadership level. This kind of work environment is the foundation of the organization to survive and thrive in the era of global competition.

Contribution of Age-Inclusive Practices and Age-Friendly Workplace to Work Effectiveness

The synergistic relationship between age-inclusive practices and Age-Friendly Workplace with the sustainable strengthening of work effectiveness has been proven in various cross-disciplinary academic research. Concrete actions to ensure an age-discrimination-free work environment have a positive impact on productivity, innovation, and long-term engagement for all elements of the organization. According to Backes-Gellner and Veen (2013), the integration of age-inclusive policies with Age-Friendly Workplace governance facilitates the process of dynamic adaptation to changing HR needs, minimizes senior employee resistance to organizational transformation, while maintaining

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

202

intergenerational involvement and collaboration in work activities.

A study by Boehm, Kunze, and Bruch (2014) emphasizes that the creation of age-inclusive practices and an age-friendly work environment can foster a positive psychological climate. Such an environment increases the possibility for every employee, regardless of age group, to express ideas and take an active part in the organization's innovation process. Equal treatment in terms of training, assignments, and reward systems contribute to maintaining work motivation and reducing turnover. Not only does individual performance improve, but also the quality of team output increases due to the optimization of all potential.

Meanwhile, there is a close relationship between age-inclusive practices and the development of a learning organization, which is a cross-age knowledge transfer process that supports the continuous formation of new capacities in the organization. Age-Friendly Workplace strengthens mentoring mechanisms, competency development, and technological adaptation so that the learning process is continuous without being hampered by age-based assumptions or prejudices. This work culture not only increases efficiency, but also increases resilience to external disruptions.

The innovative contribution of the combination of age-inclusive practices and Age-Friendly Workplace is also reflected in the successful adaptation to new technologies and changing industry dynamics. Brooke and Taylor (2005) assert that the flexibility of work policies, adjustments to physical facilities, and the provision of digital skills provided by organizations for senior workers can extend the productive working life and ensure the sustainability of team performance across generations. The dimensions of inclusiveness and acceptance of differences are the cornerstone of the transformation of the work ecosystem towards a more resilient and progressive organizational sustainability (Gkiontsi & Karanika-Murray, 2016).

According to Walker (2005), age-inclusive practices and Age-Friendly Workplace play a role in building loyalty, increasing confidence, and fostering a sense of belonging among workers across ages. This condition is essential for senior workers to remain competitive, while the younger generation is supported in career development without the burden of intergenerational stigma. Healthy relationships between generations support organizational maturity in adapting to the challenges of the global job market (Hales & Riach, 2017).

Consistent implementation of age-inclusive practices can be felt not only in achieving short-term productivity targets, but also in the realm of long-

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

term strategic sustainability for the institution. Every policy pursued is formulated by considering the needs of all age groups, so that organizational decisions become more responsive. Transparent and performance-based evaluation systems, rather than age, accelerate the achievement of corporate goals and reduce the potential for internal conflict (Babeľová et al., 2019).

The work environment managed under the Age-Friendly Workplace framework provides flexibility in working hours, growth opportunities without discrimination, and equal health facilities. These facilities increase employees' perceptions of fairness, comfort, and psychological safety, leading to more willingness to encourage teamwork, applied innovation, and new initiatives in daily work (Rudolph & Zacher, 2021).

The context of learning and knowledge transfer is not interrupted between generations because of concrete age-inclusive practices. Adjustments to mentoring models and job rotation are powerful instruments to facilitate skill transfer and adaptation of practical experience, so that organizations are always ready to improve effectiveness through competency renewal (Appannah & Biggs, 2015).

In addition to internal aspects, the contribution of age-inclusive practices and Age-Friendly Workplace can be seen from the company's external reputation. Companies that are known to be age-friendly are seen as more credible and responsible, attracting multigenerational talent, and increasing stakeholder and community trust (Napathorn, 2023).

On an ongoing basis, age-inclusive practices and Age-Friendly Workplace instill the value of diversity, innovation and organizational resilience. Policy support for diverse groups of workers promotes healthy, sustainable and adaptive work practices to future disruptions. The long-term results of this approach are high productivity, consistent employee engagement, and systemically improved organizational competitiveness.

The implementation of the principle of age inclusiveness in all business processes of the organization has a positive impact on the well-being of workers and the quality of the work environment. Workers become more proactive to meet organizational demands without neglecting personal needs, so that work effectiveness is maintained over a long period of time.

Faktor leadership yang mendukung Age-Friendly Workplace sangat penting untuk menjaga implementasi age-inclusive practices secara kontinu. Kepemimpinan yang transformatif, komunikatif, dan adaptif memotivasi seluruh anggota organisasi untuk terlibat dalam penciptaan lingkungan

Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

204

kerja yang adil serta mendorong keberhasilan kerja tim lintas generasi.

CONCLUSION

This study confirms that Age-Inclusive Practices and Age-Friendly Workplace are decisive factors to sustainably strengthen work effectiveness in a multigenerational work environment. The simultaneous application of both concepts builds an ecosystem free of age discrimination, increases engagement, facilitates knowledge transfer, and strengthens innovation. Intergenerational collaboration, supported by an inclusive work environment and fair policies, is proven to support organizational adaptation to technological challenges and demographic changes, while maintaining employee loyalty and productivity in the long run.

Organizations should view Age-Inclusive Practices and Age-Friendly Workplace as strategic investments, not just human resource initiatives, to ensure sustainable work effectiveness. Human resource management that places age-inclusivity and age-friendly workplace as a priority will drive sustainable productivity, effective collaboration, and strengthen the organization's position to face global competition.

It is recommended that organizations regularly evaluate and update Age-Inclusive Practices policies and continue to develop Age-Friendly Workplaces. Human resource development programs, cross-generational mentoring, and improved work facilities that are adaptive to age needs need to be optimized to strengthen a culture of collaboration and innovation. Transformative leadership support and open communication are essential to ensure all levels of the workforce feel valued, so that sustainability of work effectiveness can be optimally achieved in a multigenerational work environment.

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Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

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Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

206

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Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

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Didit Darmawan
Antonino Pedro Marsal
Jeje Abdul Rojak
Mochamad Irfan
Jony Rodrigues Varela

208

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