

AGE MANAGEMENT AS A PART OF CORPORATE SOCIAL RESPONSIBILITY

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Abstract

Corporate social responsibility (CSR) is based on three pillars: social, environmental and economic pillar. Social pillar expresses obligation of the company to various social actors. Employees are one of the important subjects. The topics of staff will be viewed in terms of age structure and in terms of the status of workers 55+. Age management includes the philosophy and practical politics when dealing with employees 55+ and set of practical steps. A significant part of the tasks of age management is bounded period of employment of the worker. Commitment to the worker may continue after leaving the job. The advantage for employees is to maintain social contact. The advantage for the organization is to preserve the social and cultural capital. An important part of the target of social actors may therefore be former employees. Special role in the age management play young people. The different groups of staff, including the age, show the positives and negatives of these groups, and especially the formulation of personnel policies for different age groups of employees can be a significant concern of the CSR.

Key words: Corporate social responsibility; older employees; commitment; personnel policy.

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Introduktion

Age management is a relatively new concept, therefore its relationship to the concept of corporate social responsibility has not yet been thoroughly investigated. The concept of Corporate Social Responsibility (CSR) is used for approximately 50 years. The authors Idown and Towler forward in time to the interest of reporting the things contained in the CSR, to the year 1970 (Gatti, Seele, 2014). (Carroll, 1999) and (Carroll, Shabana, 2010) writes about the interest of the managers on the topics of CSR and he orients the emergence of the discipline in 50. years of the last century. It is important, not the date of inception. It is important that the development of the content of CSR is a relatively long-term. Authors from the USA were focused more on environmental responsibility and the relationship to the locality and its governance, and less on social issues. European authors have been focused more on the social responsibility initially.

Companies are using CSR to develop sustainable competitive advantages to legitimize the image of companies amongst diverse interest groups to enhance marketing efforts, and improve corporate reputation (McDonald, 2014,23).

1. The Content of the CSR

The accents of the themes are altered in the course of 80. years of the last century and later. Environmental responsibility is enforced by the most in 80. years of the last century. This topic has been very frequent in general at this time. Attention has been transferred to a different topic in the coming years.

CSR has evolved from the concept of the legal responsibility of the company to the shareholders to the concept of the wide range of interacting different parties in the society. CSR is a part of the strategy of companies and can be studied in four positions:

- Instrumental (CSR and assistance in the creation of profit).
- Political (the responsible use of power).
- Social (CSR as a tool to meet social needs).
- Ethical (CSR in relation to business and society).

(Kim, Brodhag, Mebratu, 2014)

The authors Gatti and Seele carry out the measurement of the occurrence of the themes of CSR in the reports about the content of the CSR. Themes were identified through the laid down concepts. They described the aforementioned trends. The representation of the themes environmentalism decreased from 13% in 2005. The representation of the topics of occupational safety and health, relationships, employees, and philanthropy has been increased to 54% in the same year. It has been shown that the content of the reports has been changed, in particular by the action of the state institutions (Gatti, Seele 2013, 92). These authors noted the impossibility of a precise definition of the content of the CSR through the laid down concepts. The definition of fact beyond a simple list of topics captured in concepts.

McDonald's measured the importance of the individual topics of CSR. He comes from the definition of the themes formulated by Carroll (McDonald, 2014). Carroll emphasizes four principle responsibilities and expectations that society has of organizations: economic, legal, ethical, and philanthropic. A socially responsible firm strives to make a profit, obey the law, practice ethics, and behave in a generous manner that benefits society; the expectation that businesses accomplish these goals is driven by social norms (Carroll, 1999). Authors (Kim, Brodhag, Mebratu 2014) show that CSR supports innovative activity. Investment in innovation is conditional on social and environmental sustainability of this investment.

Stakeholder theory is based on the assumption that the organization has a lot of interest of the parties, and each has different expectations. Primary stakeholder groups comprise customers, employees, local communities, suppliers and distributors, and shareholders (McDonald, 2014).

Lee's study of Fortune 500 firms' use of Twitter underscored the importance of social media use. Specifically, this study found that highly CSR-oriented firms had a disproportional advantage in engaging stakeholders to promote positive awareness and communication of their CSR activities via social media (McDonald, 2014). Eberle found that the perceived interactivity of a corporate website influences people's attitude toward CSR messages from

that organization. CSR messages evoking mixed or mostly negative comments decreased message credibility as well as identification with the organization, yet CSR messages that evoked mostly positive comments did not increase message credibility or stakeholder identification (McDonald, 2014).

Overall firms' CSR activities positively influenced customer trust, satisfaction and commitment, as well as gratitude which influenced word-of-mouth and advocacy behaviours; these also proved to be a switching factor for customers (McDonald, 2014).

Three empirical studies contain information on the influence of CSR on employee-employer relationships within organizations. The authors always found the positive influence of CSR on the relationship (McDonald, 2014).

The first Bordeau's work examined salespeople response to three scenarios of different CSR and organizational cultures. They find that a type of CSR culture results in higher satisfaction and organizational commitment and lower turnover intentions. The second Lee's study examined the influence of fit of company culture with CSR activities. Their finding is that a good fit results in positive CSR perceptions, in turn fostering both employee attachment toward the company and higher perceptions of corporate performance. The third study of authors Yim, and Fock found that the firm's social responsibility climate moderated the sense of pride in employees' volunteer work and their perceptions of the meaningfulness of this work. Overall, CSR improved employee-employer relationships.

The US study by Attig found a strong positive link between CSR and credit ratings of 1585 firms in multiple industries, in terms of both an aggregate CSR score and those for individual CSR components. This suggests that investment in CSR activities is likely to decrease the firm's financing costs (McDonald, 2014). Also, Wu and Shen point out that CSR positively affects both business profitability and credit ratings (McDonald, 2014).

The importance of CSR and reporting on CSR activities has been highlighted in this section of the article. It is important that the CSR works with a variety of qualitative indicators. The importance of qualitative indicators should be strengthened in the reporting not only in the context of CSR, but also, for example, of controlling, which is also closely related to the efficiency of the enterprise (Korshunova, Busina, 2015)

Shifting the attention of managers and theorists on the social aspects of CSR is a documented trend. Increase the competitiveness of the enterprises is the benefit of CSR. CSR mainly shows the enterprise in a favorable light consumers and products of enterprises with a reflect policy of responsibility are better accepted. The cost incurred on the CSR are, therefore, the cost to improve the sales.

2. The Problems of Age management

A number of reasons is presented against the employment of old workers. The lower the willingness of older workers to learn is the most serious reason. The general requirements of modern enterprises the flexibility is in conflict with the position of older employees. The authors (Urbancová, Čermáková, 2015) say that the age management is used in approximately $\frac{1}{4}$ of agricultural enterprises in the Czech republic. Age management is more often used in small and medium-sized enterprises with strong links to the local community people.

The authors (Bieling, Stock, Dorozalla 2015) investigated such as the use of tactics in the age diversity in 153 German enterprises. They worked from the theory of resource dependence theory and to show the impact of age diversity for businesses. Seniors and age diversity are the field for comparison (the motivation effect) or transfer of knowledge (educational effect). Age diversity an organization can copy the age structure of society and has positively affect the perception of the organization in the society (marketing effect).

These older people are less adaptable to the rapid changes in technologies, according to the results of research and according to personal experience of managers. They harder to change their actions or reasoning than younger workers. The ageing of the population is the best-documented changes in area of the workforce. Changes occur in the health, work performance in physical work and in social relations at the workplace. Age management in the broad importance of the means of creating the conditions for the application of older workers. Age management at the organization level and the individual is the real expansion of the labour potential of older people. It is important to find effective means to achieve good employment of older workers.

Mentioned inflexibility and unwillingness to learn new things is a common objection against the employment of older persons (Freeman, 2007). Research from Jobcentre Plus (DWP Publishes Survey, 2015) showed that 40% of older workers believe that their younger colleagues is to teach skills that previously did not have. And one-third of younger workers believe that older workers are do not likely to the new changes. It is also a relatively common idea about the conflict in communication between older and younger workers, growing up on the basis of mutual prejudices. You usually are not the actual objectively-based difference, but they are a clash of opinions and beliefs. The manifestation of ill-will in relationships sometimes it's not lack of people skills.

It is necessary to create conditions and desirable relations support to the young and old employees to work in accordance. Some of the measures for the harmonisation of relations can be designed in the context of in the context of the age and diversity management, which can be these relationships to harmonize.

These include:

- Not to use age as a criterion or proxy indicator for skills, abilities, experience, potential, attitude, determination, ambition, motivation and loyalty.
- Identify the preferences of older employees and to perceive and understand their learning styles.
- To understand the prejudices against older employees and to encourage them to eliminate these prejudices.
- Training for managers in the principles of diversity management.
- Adopt a comprehensive system of "age management", and to formulate its individual tasks, such as ongoing training, job rotation, flexible working arrangements, internships, etc, which allow employees to maintain their employability.

Biological age should not be important for the decision of the employer, but the mental. Workers, regardless of age, must be healthy, active, creative, flexible, socially adaptable, innovative, easygoing, reliable, etc. The development of these properties is an important task of personnel management.

The problem of the application of the qualifications of the staff can be considered as the most important problem of the age management. Older people have several handicaps objective assessment, and these may significantly threaten the working of the application.

The general opinion of the older worker as less powerful, a little flexible and therefore lesser possibility to employ his is the first problem and challenges. This view may result in the employment discrimination of persons in this age group. It may be the reason of this opinion, that the differences in skills and work experience between the individual workers are enlarged using in the case of older persons. This is related both by the variety of physical fitness, so with the philosophy, or the working position. The diversity of skills is screened to the diversity of the work results, and this leads to greater diversity of income. These differences are greater than is the case for younger workers (Gottschalk, 2001). Changes in work and employment are different depending on the age and also according to the type of work activities and demands on the skills. Older workers will be replaced by younger, in accordance with the concept of the transformation of the physical performance of man in the case of lower qualifications.

Work performance may actually be affected by lower performance in physical work, less dexterity and reduced mobility. Sensory perception is in the elderly weakened (worse eye sight and hearing), short-term memory is worse, the regeneration is more difficult and longer. Cognitive capabilities evolve also, but not in terms of their attrition. Cognitive capabilities evolve depending on the experience and on the consolidation of a philosophy of life. Large individual differences between the persons or the differences in the social and cultural jurisdiction may completely obscure the differences of the age.

Social characteristics, conditions, or other factors may be the second problem and the challenges of an older worker. Older people can receive in a collision with a younger, both because of the diversity of lifestyles and modes of behaviour, so for the sake of greater adherence to the adopted values. Older workers have lower aspirations and less self-confidence, on the contrary, suffer from greater criticality to each other. More difficult and longer time to learn new things and coping with the changes (Cimbálníková et al, 2012).

The employment of older persons, coupled with the pressure on the wage costs of the employees is the third problem. The principle of seniority (the growth of the salary depending on the length of work experience and therefore age) create pressure to increase salaries and wages. The negative impact of the pressure is reflected in the case when the higher cost of salaries and wages do not correspond to a higher productivity (Disney, 1996, 154). The relationship between pay and productivity is not direct. They can be other causes of the increase of the salary than the job skills (such as the impact of technological development). Employment of older people can bring savings due to lower absenteeism of older persons and the elimination of the additional costs associated with the replacement of absentworker.

Sickness and reduce the ability of the worker, for example, as a result of an accident at work can be the fourth problem. Sickness decreases work productivity and also it can be the reason

of early retirement. It is already observable in the present and will be observable in the future, the more that the general improvement of health care and consequently improve the health status of the means of raising the condition of man, and the increase of the productive forces. Reducing the share of manual labor in the total volume of all of the work has a beneficial speech in general, and it is important just for the elderly. Older people have a lower rate of injury compared with other age groups. If they are injured, these are serious accidents. The severity is shown by the higher number of lost working days and a longer time needed for recovery against younger employees (Grosch, Pransky, 2010).

It is desirable to develop channels for the settlement age disability and psychological stress. For example, programs to promote the health, long-term work engagement and productivity of older workers, or the ways of enhancing the skills and professional growth. It is also desirable to operate on a staff member in the direction of their own health care, and the avoidance of risk of accidents at work and occupational diseases. Age alone is a health risk factor. And other risk behaviors, such as smoking, lack of physical activity and poor nutrition are the next.

The following facts or changes are social trends that affect employment significantly.

- Increasing differences in income and in the stability of the job qualifications between different areas of employment (of the organization in the field of information technology and traditional industries such as agriculture, construction, quarrying).
- Increasing differences between workers with different levels of education (and also according to the above education).
- Deterioration of working conditions (referred to as precarious work) in the sense of reducing job security, increased flexibility of work, not registered and remunerate the extension of working hours, the higher the dependence of workers on employers due to various commitments of the workers to the organization and outside the organization.
- More flexible options work the technological, economic, organisational changes or changes in the concept of management.

Referred to social changes significantly affect the individual workers who must change quickly and respond appropriately. These social changes affect the labor market by the redeployment of the labour force in the global space or gaining possibly secreting groups of workers.

The topic of the employment of older workers and the problems associated with the employment of these persons are mainly the content of the age management. The job offer and the practical management are fundamentally dependent on the attitudes of the managers.

Most of the publications about personnel management has analysis a problem of the specific needs of older workers. It is interesting to note that the textbook of personnel management in the construction industry (Bušina, 2014) this theme does not contain. It is interesting because the construction industry contains a lot of heavy physical work.

(Gellert, deGraaf, 2012) found that the activities to achieve the integration of older workers may not be perceived as part of the course personnel management. This means that the real

activities of the age management are not sometimes in the research described, because they are otherwise referred to.

3. The attitudes of young people in the Czech Republic to the seniors

This chapter has been built on the basis of several empirical research. Qualitatively diverse results have been transferred to the general findings by grounded theory. These general findings are listed at the end of the chapter.

Many of the problems associated with the employment of older people. These problems have a wider and more general context and not just older people themselves.

Old age is often seen as something negative. It remains an issue despite efforts to improve access to seniors. This is a theme for the company is still a discussion. No one has expected from old age, that will be changed and developed and will have its own future. Old age is associated with decline in physical and mental ability, loss of self-sufficiency and necessary dependence on the assistance of a neighborhood, family or institution. The fact is, compared to the views of the right, that the ageing of the leads actually to a reduction in performance. It is also true that the experience of an older person can greatly compensate for certain losses in their capabilities. The economic fixation on youth is promoted from the mid-20. century. The emphasis on the youth guides the company today. Cult of youth has bound to its counterpart – do not propagate old age.

Following the negative stereotypes about old age, accompanying the company have been detected (Tošnerová, 2002, 46):

- a) Old people are all the same. They look the same (gray hair, wrinkled face, a slower walk, tilted figure) and have the same characteristics and needs.
- b) The disease accompanies old age. Disease is a very serious problem for most seniors. They often rest, feeling tired and eventually need long-term health and social care. The majority of older people can be involved in normal activities because of ill health.
- c) Old people are an economic burden to society. They are non-executive and drain economic resources. A wealth of financial resources for the old people should be made available to younger families and not them. A lot of old people live a happy life, while the younger people have to work on them.
- d) Old age means poverty. These there are a range of views that most of the elderly are poor. The view is facing, that the majority of older people is rich. Both positions carry a negative meaning.
- e) The majority of older people live in isolation. The majority of old people are socially isolated or living alone. Old people should be friends only with people of the same age.

The minimum rate of intergenerational solidarity is apparent from the identified views. The whole one-fifth of those surveyed were not willing to contribute to old-age pensions in the form of the solidarity of the structure of the pension system. Statistical findings show that it leads to a significant increase in hardness against the old people also with us. Lack of interest in the old people, the reluctance to take them into account, the rejection of responsibility towards them stems from the responses in the research (Sak, 2002).

Direct information from the research are not at the present time, that they described the relationship managers and, in particular, young managers towards older workers. How they perceive the issue of age management. Some of the knowledge may be inferred from other findings of similar content. Therefore, the results of research on the relationship of the younger population to an older fellow citizens have been used, for example. What are the attitudes of young managers will be to older employees, the authors can only speculate. We assume that the managers will not be significantly different from the entire population in the views.

Determine the approximate ages for the age is the first thing in the topic. The border age is in the imagination of the people in the Czech Republic 60 years (Sak, Kolesárová – Saková, 2008). This limit may not be considered entirely clear, because it is greatly relative. First, it must be understood as one of the other referred to the border, and 65 years and 70 years. The first boundary 60 years is the boundary of the awareness of old age, the last boundary of 70 years is seen as a transition into the period of actual old age with all of the manifestations of this age. The border is relative also, according to the critic. It is true that the younger the assessor places the border of the old age to the lower age.

It was ascertained in the above research the specific meanings of the words of a senior, what the word has an overwhelming content. Old age is closely linked with the age of the first and semantically on the same level with the decommissioning of employment and retirement (Sak, Kolesárová – Saková, 2008). Young people highlight such characteristics of the elderly such as wisdom, experience, perspective and responsibility. On the contrary, older people lack the ability to work in a team, creativity and flexibility, dynamism, according to the opinion of young people. Higher psychological lability is the content of their opinion also.

It was found the refusal to seniors under the age of years in the research conducted by Chocholová for students of selected schools (Chocholová, 2012). It was further found in the research carried out by network media service (Rovnost je cool, 2007), that the higher tolerance to minorities (in general) is for students with a higher intensity of study. Rather girls than boys had a more intelligent approach. The views of the two groups are significantly shaped by the media.

(Zich, Struhovský, 2005) studied the willingness to cooperate of older and younger people. Tolerance to further the income of pensioners is relatively high according to their findings. 42% of the respondents agrees with the accumulation of pension and income from employment, 41% agree conditionally. 13% of respondents do not agree (Zich, Struhovský, 2005). Students of universities and higher professional schools agreed with the work of pensioners and receive retirement more often than others.

The following table shows the tolerance for the personal involvement in the cooperation with older workers. Cooperation in the interest the moment, a common interest in the history of, and stories about past trips, hiking, chatting with the elderly, the provision of entertainment to seniors and helping in institutions for the elderly is presented as the content of the cooperation. This is not cooperation, but above all the care of the elderly.

Table. 1

Would you like those to work with the elderly?	Absolute number	Relative number (in%)
Yes, very happy, I do appreciate their experience.	38	6,1
Yes, they don't matter to me.	96	15,4
It depends on what it would be.	257	41,3
Rather not.	151	24,2
Certainly not, we would probably not agree.	79	12,7
Did not answer.	2	0,3

Source: Zich, Struhovský, 2005

What lessons of a more general nature can be formulated on the basis of these empirical findings? Above all, can be said that the elderly are identified as a specific group of workers. They are specific not only to people of higher age, but also by certain dispositions. These can have both positive and negative outcome. The views of the population at older workers are not too diferencovány. It is assessed by the group, which is considered to be relatively homogeneous. Detachment of young people from older people is distinct also. The relationship of juniors and seniors can most accurately be described as the care of the disabled person rather than as an equal partnership. Age management from this point of view fulfills the social rather than the economic function.

The attitudes of young people to the elderly can be described as taking care of them. Views on the specific and separate life of the elderly, opinions on the merits and shortcomings of each age are not too frequency.

Conclusion

The article is based on several published research about the relationship between seniors and juniors. The aim of this article was to map the connection of CSR and age diversity in the empirical plane and find practical recommendations for the development.

We believe that there is a trend to the social aspects of CSR in attention of managers and theorists.

Different authors show the positive side of CSR and general social benefits are evident. Increase the competitiveness of the enterprise is the benefit of CSR. CSR mainly shows the enterprise in a favorable light consumers and products of enterprises with respected policy of responsibility are better accepted.

The themes of the employment of older workers and the problems associated with the employment of these persons and the topics of securing the employment of the employer are mainly the content of the age management. The job offer and the practical management are fundamentally dependent on the attitudes of the managers.

The attitudes of young people to the elderly can be described as taking care of them. Views on the specific and separate life of the elderly, opinions on the merits and shortcomings of each age are not too frequency.

The visibility of the different groups of staff, including the age, show the positives and negatives of these groups, and especially the formulation of personnel policies for different age groups of employees can be a significant concern of the CSR.

The research on the relationship of young people to old workers has not been done in the Czech republic. We had to use the results of research on a similar topic – the relationship of young and old in general. Research had shown the adverse opinions of young people on the old. The views contain the majority of the characteristics of the physical state or a small tolerance. Positive opinions contain recognition of the experience and perspective of the old people.

The findings focus our recommendations to increase awareness, communication and the creation of space for the meeting of old and young, by age-diversified workplaces, developed systems of knowledge transfer and the use of forms of mentoring for example.

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