

The effect of anti-discrimination policies, flexible work, training & development and job role alignment on age discrimination of silver workers in purchasing

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ABSTRACT:

This study examines how organizational factors affect the perceived age discrimination of silver workers. Four variables were constructed based on an age-friendly workplace framework by Appannah and Biggs (2015, p. 47): anti-discrimination policies, flexible work arrangements, training and development, and job-role alignment. Using survey data of the EXPERTISE project, a split-sample multiple regression analysis was performed to investigate the effects of the organizational factors on perceived age discrimination and how these perceptions differ between silver workers and non-silver workers.

In the findings there is a clear distinction of perception: non-silver workers believe anti-discrimination policies to mitigate age discrimination whilst silver workers believe tangible factors like flexible work arrangements and training opportunities have that effect. These results highlight the presence of an implementation gap. Policies might exist but are not perceived as effective by silver workers.

This study contributes to literature by quantitatively supporting parts of the age-friendly workplace framework presented by Appannah and Biggs (2015, p. 47) and highlighting the role of the implementation gap in this issue. Practically, this implementation gap should be addressed by organizations. They can do so by investing in inclusive HR practices to address the expectations of both age groups, mitigating perceived age discrimination and creating an age-friendlier workplace.

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Keywords

Age discrimination, organizational factors, silver workers, age friendly workplace, implementation gap

During the preparation of this work, the author used ChatGPT in order to expand creative thinking and find academic sources connected to the study. After using this tool/service, the author reviewed and edited the content as needed and takes full responsibility for the content of the work.

1. INTRODUCTION: AGE DISCRIMINATION LEADS TO DECLINE IN PERFORMANCE BUT FACTORS UNSURE

The EU is experiencing a demographic shift as the workforce matures. Because of pension reforms and the effect of that on exit behavior of older age groups, there is a projected increase of participation rate of people aged 55-64. It is projected to increase from 65.4% in 2022 to 75.5% in 2070 (Commission, 2024, p. 4). This paper specifically looks at silver workers for which we adopt the definition presented by EXPERTISE (2023, p. 8): “all employees with an age of 50 and older and have permanent working position in company”. To adapt to this demographic shift towards a growing elderly workforce, businesses have to change their processes and strategies (Chand & Tung, 2014, p. 423).

Thus, organizations valuing their aging workforce is becoming increasingly important. A study conducted in England found that one-third of the people aged 52 or above experienced age discrimination (Rippon et al., 2014, p. 379). In addition, Kunze et al. (2011, p. 280) found a negative relation between perceived age discrimination and collective affective commitment and a mediated negative relationship of perceived age discrimination climate and overall company performance. These findings show the urgency for organizations to foster age-inclusive workplaces highlighting the importance of attention to this issue. To add on to that, Brady et al. (2025, p. 254) also found a negative relation of perceived age discrimination on perceived work ability. Additionally, negative indirect effects from perceived age discrimination through perceived work ability on task performance and job-related affective well-being were found. Age discrimination does not only occur around silver workers, however their reaction to it seems to be stronger when looking at the relation between perceived age discrimination and affective organizational commitment which is shown in figure 1 (Rabl &

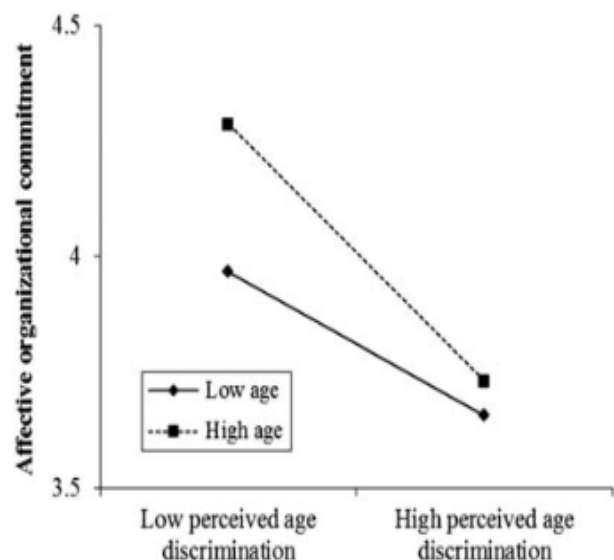


Figure 1: Two-way interaction of perceived age discrimination and age. Low age = 1 SD below the mean (= 35 years); high age = 1 SD above the mean (= 55 years) (Rabl & Triana, 2013, p. 3606)

Triana, 2013, p. 3604). Thus, with the demographic shift towards an increase of silver workers it is increasingly important for companies that silver workers do not feel discriminated against. So, it is important for companies to gain knowledge in the factors that lead to perceived age discrimination.

Beier et al. (2022, p. 795) suggests that understanding is required into when discrimination occurs. Appannah and Biggs (2015, pp. 38-39) also highlight that there is a limited amount of research done into age-friendly workplaces. They then continue by provide a framework for an “age-friendly organizational culture” based on existing literature (Appannah & Biggs, 2015, p. 47). In this framework they identify 6 variables that could lead to an age-friendly organizational culture: flexible workplace, job design for older workers, career development, non-discriminatory/equal opportunities, leadership and training & development. A doctoral thesis by Adedeji (2019, p. 110) supports part of the variables above by naming equal training opportunities, easy to fit in, similar development and advancement and good management for all age groups as variables for “age inclusive Human Resource practices”. Additionally, Waligóra (2024, p. 11) does the same by also naming “equitable recruitment, training, and development opportunities for all age groups” to be age inclusive HR practices that mitigate perceived discrimination. A study by von Humboldt et al. (2023, p. 687) found that generational perceptions and how they are perceived differ between workers and age groups, but further research as to how this has a role in the factors causing age discrimination is minimal. Seeing that it is known that age discrimination has a negative influence on overall performance, but research into which factors of an organizational culture cause said discrimination and how they are perceived by different age groups is limited leads to the following question:

How do factors of an organization’s culture and practices towards an elderly workforce affect the perceived discrimination of silver workers in purchasing and is this perception different between silver workers and non-silver workers?

This research question is answered by analyzing quantitative survey data gathered by the EXPERTISE project. Conducting this research provides insights into which organizational factors influence the degree of perceived age discrimination. This paper starts by analyzing existing literature and formulating hypotheses, after which it explains the methodology used. Then the results are presented. From these results one key finding has been found. The implementation gap, which is the gap between drafted policies and the actual implementation thereof, explains the difference of perceived age discrimination between silver workers and non-silver workers. The results are then further discussed as well as their contributions and implications for literature and practice. Lastly, some limitations and future research advice are provided.

2. LITERATURE: KEY CONCEPTS, GUIDING FRAMEWORK AND HYPOTHESIS EXPLAINED

2.1 Key concepts: silver workers, age discrimination and organizational culture explained

The key concepts included in this paper are silver workers, Age Discrimination and Organizational Culture. For silver workers, the definition provided by EXPERTISE (2023, p. 8) is used: “all employees with an age of 50 and older and have permanent working position in company”. Whether someone is a silver worker or not is referred to as having silver worker status or not. Age Discrimination is a very broad concept, for this paper specifically we use the definition that Age Discrimination is “prejudice by one age group toward other age groups” (Butler, 1969, p. 243; Furunes & Mykletun, 2010, p. 23). The factors of Organizational Culture that are discussed by EXPERTISE are:

- Anti-Discrimination Policies

- Flexible Workhours
- Policy to employ silver workers primarily in roles reflecting their experience and skills
- Consideration for health and well-being of silver workers to support their engagement
- Training & development

2.2 Guiding framework: testing a framework for age-friendly workplace

The framework provided by Appannah and Biggs (2015, p. 47) goes into what is important for creating an age-friendly workplace. The model is grounded by literature but lacks quantitative testing. The model is based on “the three levels of culture” from the book organizational culture and leadership by Schein (2010, p. 24). The three levels mentioned are artifacts, espoused beliefs and values and underlying assumptions (Appannah & Biggs, 2015, pp. 46-47). In the framework, Artefacts are seen as tangible items for an age-friendly workplace. Assumptions include the taken for granted behaviors within the organization. This paper focusses on level 2: values/strategies, goals & philosophies. Testing (part of) these strategies will lead to a usable framework for companies that strive towards a more age-friendly workplace. The strategies as they are provided by Appannah and Biggs (2015, p. 47) are:

- flexible workplace
- job design for older workers
- career development
- non-discriminatory/equal opportunities
- training & development
- leadership

However, this paper does not simply test these variables as is, seeing that they are too broad and hard to operationalize, do not meet the aim of lowering perceived age discrimination or are better when combined into one variable. This paper focusses on flexible workplace, job design for older workers, non-discriminatory/equal opportunities and training & development. Career development and leadership are disregarded. This is done because career development is not explained further by Appannah and Biggs (2015), and thus too ambiguous. Leadership in this model aims more at the change process to implement the other factors, more than leadership as a means to combat age discrimination.

2.3 Hypotheses: The expected effect of organizational factors on perceived age discrimination

The framework provided by Appannah and Biggs (2015, p. 47) shows factors for an age-friendly organizational culture and is the main focus of this paper. According to Appannah and Biggs (2015) all the factors included are part in forming an age friendly organization. Thus, all proposed factors will lower the perceived age discrimination of silver workers. For each included factor additional literature is explored to further examine how they could influence perceived age discrimination.

Firstly, Adedeji (2019, p. 110) provides an “age inclusive human resource practices scale.” One item included in this scale is the idea that the organization makes it easy for people of all age groups to be accepted and included. Anti-discrimination policies establish a clear, tangible method to achieve this. Both Silver and non-silver workers can see the development and implementation of these policies. Therefore, hypothesis one is formulated.

H1: The perceived presence of anti-discrimination policies is related to lower perceived age discrimination of silver workers irrespective of silver worker Status.

Secondly, Choi et al. (2018, pp. 870-871) discuss Job flexibility to be positively associated with work engagement. For silver workers it may not be feasible to fulfill a fulltime position anymore, or they may be required to work flexible hours because of caring responsibilities or health reasons (Choi et al., 2018, pp. 870-871). If an organization offers the option for flexible workhours, silver workers could feel understood and empowered, leading to a lower feeling of perceived age discrimination. This leads to hypothesis two.

H2: The perceived availability of flexible work arrangements for silver workers is negatively related to perceived age discrimination among silver workers.

Thirdly, the study by Waligóra (2024, p. 11) sees “equitable recruitment” as a factor for creating inclusion in the work environment. It does not only promote age diversity, but decreases perceived age discrimination. Adedeji (2019, p. 110) also includes advancements of individuals without the consideration of age in its “age inclusive human resource practices scale.” Implementation of policies to employ silver workers primarily in roles reflecting their experience and skills would then have a positive effect on perceived age discrimination, as this is opposite to equitable recruitment. This results in hypothesis 3a.

However, Trysantika et al. (2023, p. 470) and Hasan et al. (2021, p. 16) discuss that person-job fit has an positive effect on job satisfaction and performance, thus non-silver workers see a policy to employ silver workers in roles reflecting their experience and skills as logical as that is what they have trained for their entire career. This concludes to hypothesis 3b.

H3a: Among silver workers, perceived job-role alignment is associated with higher perceived age discrimination of silver workers.

H3b: Among non-silver workers, perceived job-role alignment is associated with lower perceived age discrimination of silver workers.

Lastly, equal access for all age groups to training and education is also seen as part of the “age inclusive human resource practices scale” (Adedeji, 2019, p. 110). Waligóra (2024, p. 11) also highlights that there should be equal access to training and development as this as this enhances identification with the company which leads to a decrease of perceived age discrimination. Because of this, hypothesis 4 is formed.

H4: perceived equal access to training and development opportunities is related to lower perceived age discrimination of silver workers.

All hypotheses are summarized in figure 2 below.

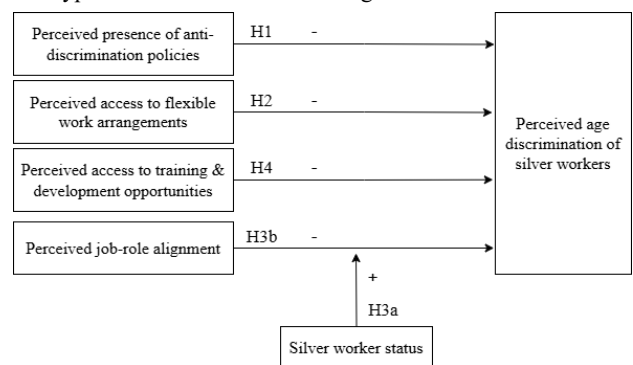


Figure 2: Hypothesis diagram

3. METHODOLOGY: QUANTITATIVE DATA GATHERED BY SURVEY OF THE EXPERTISE PROJECT

3.1 Study design: quantitatively testing a model using existing and gathered survey data

Appannah and Biggs (2015, p. 48) conclude that, for their qualitative model to be relevant, it requires more quantitative validation of the variables. The variables are first operationalised to fit this study. The quantitative analysis is done by using existing survey data collected for the EXPERTISE project (Sieber et al., 2025). This survey gathers data on the variables included in this study. This same survey was shortened and sent out again to gather more data points in addition to the existing data collected by EXPERTISE.

3.2 Data collection: data by using non-probabilistic, purposive sampling technique

This study aims to find the effect that organisational factors towards silver workers have on age discrimination of silver workers within the domain of purchasing. Therefore, the population of interest is professionals in purchasing. Sampling of the participants was done using a non-probabilistic, purposive sampling technique (Sieber et al., 2025, p. 3). It was purposely chosen to include mid-career and senior as this would allow for a more in-depth analysis and comparison between age groups (Sieber et al., 2025, p. 3). The sample is suitable for the population of interest. The shortened survey was distributed via LinkedIn where the population of interest was explained. It was verified through asking multiple control questions. Eventually a total sample of 61 was reached. Table 1 presents the gender, age and experience of the sample.

Table 1: Descriptive statistics of sample (N=61)

	Non-silver workers (N=34)		Silver workers (N=27)	
	17 Male – 10 Female – 2 Diverse		17 Male – 10 Female	
	Age	Experience	Age	Experience
Mean	35.74	8.66	55.78	23.85
Median	37.00	8.50	55.00	25.00
Std. Deviation	7.641	6.376	4.660	9.566
Variance	58.382	40.647	21.718	91.516
Minimum	20	0	50	0
Maximum	48	25	69	51

3.3 Operationalisation of the constructs: constructing the variable perceived age discrimination and four organisational factors

A subset of the survey data gathered in the EXPERTISE project is used. This is done because the survey that was sent out also gathered data on training formats and training preferences. As this paper focusses on factors of organizational culture and perceived age discrimination these questions are disregarded. The questions from the EXPERTISE survey that measure the variables included in this study – organizational culture and

perceived age discrimination – are summarized in tables two and three. All questions are answered on a five-point Likert scale.

Table 2: questions from the EXPERTISE survey on organizational culture.

Q42: Concerning your organization's organizational culture and practices to elderly workforce (silver workers aged 50 years or more): Our organization has... -

1. ...a supportive culture towards silver workers
2. ...silver-worker anti-discrimination policy and programmes
3. ...mentorship programmes for elderly
4. ...acknowledgment for seniority (respect for age)
5. ...flexible working hours
6. ...continuous learning opportunities (life-long learning)
7. ...measures fostering learning agility and openness to new methods
8. ...a policy to employ silver workers primarily in roles reflecting their experience and skills
9. ...consideration for health and well-being of silver workers to support their engagement
10. ...a culture where silver workers constantly share their experience with younger colleagues

Table 3: questions from the EXPERTISE survey on discrimination

Q28: Have you observed the following types of discrimination at your workplace?

1. Elderly workers are passed over / left out in cases of promotion or internal recruitment
2. Elderly workers do not have equal opportunities for training during work time
3. Younger workers are preferred when new equipments, activities or working methods are introduced
4. Elderly workers less often take part in development appraisals with their superior than younger workers
5. Elderly workers have less wage increase than younger workers
6. Elderly workers are not expected to take part in change processes and new working methods to the same degree as their younger peers

For determining perceived age discrimination of silver workers, the Nordic Age Discrimination Scale (NADS) is used which was validated by Furunes and Mykletun (2010, p. 26). The reliability of the construct is tested and passed with a Cronbach's Alpha of 0.867 (Field, 2009, pp. 674-675). The value for this variable is computed by calculating the average.

Looking at the framework by Appannah and Biggs (2015, p. 47) we constructed the data gathered by EXPERTISE in such way to test the variables perceived access to flexible work arrangements, perceived job-role alignment, perceived presence of anti-discrimination policies and perceived access to training & development opportunities. Appannah and Biggs (2015, p. 47) did propose two more variables: career development and leadership. However, these were not further investigated as career development is not further explained by perceived access to flexible work arrangements is connected to question five about flexible work hours in table two. perceived job-role alignment is analysed by looking at question eight about policies regarding roles in which older workers get employed. For perceived presence of anti-discrimination policies question two is used. The last variable that is analysed, perceived access to Training &

development opportunities, is more in depth. For this a construct of three questions is used to form the variable. These are questions six about continuous learning, seven on fostering learning agility and openness and ten about experience sharing with younger colleagues. The reliability of these three questions together is once again assessed using Cronbach's Alpha. The generated assessment passed with a value of 0.771 allowing us to combine the three questions into one variable (Field, 2009, pp. 674-675). Similar to the discrimination variable, the value for this new variable is computed by calculating the average.

3.4 Data analysis: multiple regression analysis using split sample to test differential effects

For the data analysis to commence the data was cleaned first. The newly gathered data was exported from Qualtrics to an Xlsx file. In Excel it was merged with the existing data from the EXPERTISE project. After this the data was transformed from text to their corresponding numerical value 1-5.

We then checked the data for obvious errors. Age and experience were within a reasonable range. This clean data set was then uploaded to SPSS for analysis.

In SPSS new variables were created. silver worker status is 1 for silver workers and 0 for non-silver workers. With this variable a split sample analysis can be conducted to determine the effect of the independent variables on the dependent variable and compare it between the two groups. Additionally, the discrimination variable and the training and development variable were computed.

This paper aims to find the effect of multiple variables on discrimination, and all questions are answered on a five-point Likert scale. Therefore, multiple regression is used.

3.5 Testing assumptions: no assumptions are reason for concern

The assumptions for regression analysis presented by Field (2009, pp. 220-221) are tested. All variables in this study are either quantitative or categorical and have some variation in value. No perfect multicollinearity is measured using VIF statistics. With 2.8 as the highest VIF value but an average above 1 we can state that there is no multicollinearity concern, however it might be biasing the regression model (Field, 2009, p. 224). Homoscedasticity was checked but no issues were found. Independent errors are tested using the Durbin-Watson test. A value of 2 means no correlation was found, and a conservative rule of thumb is that values lower than 1 or higher than 3 are reason for concern (Field, 2009, pp. 220-221). The values are 1.826 for the non-silver worker model and 2.202 for the silver worker model so there is no reason for concern. The model has normally distributed errors. Also, some linearity is found in the model.

4. RESULTS: THE INFLUENCE OF ORGANIZATIONAL FACTORS ON PERCEIVED AGE DISCRIMINATION

4.1 Regression analysis: hypothesis one, two and four partially supported

Split sample regression analysis was performed to test the hypotheses presented in chapter 2.3. Based on these results, conclusions are drawn whether the hypotheses are supported or not. The results from these regression analyses and a short interpretation can be found in table 4 below.

Table 4: Results Multiple Regression Split Sample Analysis

Variable/Group	Non-silver worker	silver worker	Interpretation
Constant	2.963 (0.792; <0.001***)	5.445 (1.332; <0.001***)	Both samples significant at 99%
Experience	-0.016 (0.024; 0.510)	-0.020 (0.019; 0.316)	Neither sample group significant
perceived presence of anti-discrimination policies	-0.381 (0.170; 0.034**)	0.016 (0.268; 0.954)	Non-silver worker sample significant at 95% → H1 partially supported
perceived access to Flexible Work Arrangements	-0.075 (0.180; 0.682)	-0.502 (0.210; 0.027**)	silver worker sample significant at 90% → H2 partially supported
perceived Job-Role alignment	0.146 (0.187; 0.443)	0.135 (0.270; 0.624)	Neither sample significant → H3a & H3b not supported
perceived access to Training & development opportunities	0.049 (0.246; 0.844)	-0.367 (0.205; 0.088*)	Silver worker sample significant at 90% → H4 partially supported

Note: The figures in brackets represent the standard error and significance levels of the coefficients. The figures in bold are significant at the ***99%, **95% or *90% significance level.

In table 4 we can see that both constants are significant at the 99% level. For the non-silver worker group, is next to the constant only perceived presence of anti-discrimination policies significant on the 95% level. For silver workers are next to the constant perceived access to flexible work arrangements and perceived access to training & development opportunities significant on the 95% and 90% level respectively. Looking at these results, we find that hypothesis 1 is partially supported as for non-silver workers the perceived presence of anti-discrimination policies has a significant negative effect on perceived discrimination of silver workers whilst this effect was not found for silver workers. Hypothesis 2 is also partially supported. Among silver workers a significant negative effect is found of perceived access to flexible work arrangements on perceived discrimination of silver workers, whilst for non-silver workers this is not the case. Hypothesis 3a and 3b are not supported as neither coefficient is found to be significant. Lastly, hypothesis 4 is partially supported. Among silver workers a significant relation of perceived access to Training & development opportunities on perceived age discrimination of silver workers was found. Among non-silver workers, no significant effect was found.

5. DISCUSSION: TWO KEY FINDINGS DISCUSSED

5.1 Results: perception on factors differ and wrong phraseology for Job-Role alignment

The results of the analysis help to answer the research question: “how do factors of an organization’s culture and practices towards an elderly workforce affect perceived discrimination of silver workers in purchasing and is this perception different between silver workers and non-silver workers?” The first observation that is made is that silver workers and non-silver workers don’t see eye to eye on the topic. For both groups different organizational factors influence perceived age discrimination of silver workers. Among non-silver workers, the perceived presence of anti-discrimination policies lowers the perceived age discrimination of silver workers. While among silver workers, a similar decrease in perceived age discrimination is observed when there is perceived access to training & development opportunities and perceived access to flexible work arrangements. This difference can be explained by the implementation gap. Pedroza and Arrighi (2025, p. 5) define the implementation gap as “the breach in the continuity between the output stage, considered in its full complexity, and the implementation of that output.” The implementation gap can explain why younger people that are less affected by age discrimination believe that policies help against age discrimination. They do not experience that breach between policy and implementation. Older in turn people remain sceptical about the actual implementation of the policies and more believe in the results. Thus, this explains why silver workers believe that perceived access to flexible work arrangements and training & development opportunities have a negative effect on perceived age discrimination of silver workers.

The fact that there is no significant relation found between perceived job-role alignment and perceived age-discrimination of silver workers can be explained by how the statement is formulated in the survey. The statement goes: “our organization has a policy to employ silver workers primarily in roles reflecting their experience and skills” which only explores whether a company uses its human resources where they deliver the most value has nothing to do with discrimination. This statement does not limit silver workers to “only” working with their skills and experience and does not discuss whether their younger counterparts are favored when there is someone needed to learn a new skill or do a new job. Thus therefore, in hindsight, it makes sense that there is no significant relation between the two variables perceived Job-Role alignment and perceived age-discrimination of silver workers.

5.2 Contributions to literature: literature supported & contradicted, and implementation gap should be included in theoretical scope

The framework for an age-friendly workplace provided by Appannah and Biggs (2015, p. 47) is partially supported. This paper looked at 4 variables provided: flexible workplace, job design for older workers, non-discriminatory/equal opportunities and training & development. For these variables it was found that silver workers believe a flexible workplace is a factor that leads to an age-friendly workplace. This also supports the findings presented in the hypothesis by Choi et al. (2018, pp. 870-871) that job flexibility is positively associated with work engagement, thus negatively with age discrimination. Training & development was also found to be a factor which leads to an age-friendly workplace. Non-silver workers believe in non-

discriminatory/equal opportunities measured in policies to help towards an age-friendly workplace. Therefore, it also supported that Adedeji (2019, p. 110); Waligóra (2024, p. 11) treats it as part of age inclusive human resource practices. The finding that silver worker status influences which factors play a role in decreasing perceived age discrimination of silver workers supports von Humboldt et al. (2023, p. 687) that perceptions differ between age groups.

Existing literature suggests that all variables in this study would lead to less discrimination, with the only outlier being perceived job-role alignment for the silver worker status sample, as a positive effect on perceived age discrimination of silver workers was expected. This study only found that one of the two samples per variable believed that the variable would lower perceived age discrimination and for Job-role alignment no significant relation was found. This contradicts existing literature as these relations were expected to be found.

Lastly, the literature on this topic does not mention the implementation gap. However, the results clearly indicate that the implementation gap does play a role when looking at age discrimination of silver workers. Therefore, we suggest that the implementation gap be included in the theoretical scope for upcoming research.

5.3 Implications for practice: limiting the implementation gap

In the introduction we found that perceived age discrimination has an negative effect on collective affective commitment and a mediated negative effect on overall company performance Kunze et al. (2011, p. 280). Thus, for organizations it is important to act against age discrimination. We found that the implementation gap could play a significant role in the perception of age discrimination. Therefore, it is important for organizations to try and limit this implementation gap by communicating to the younger workforce actions that have been taken to connect policy to the real world. This same communication for silver workers ensures that the policies are supported and delivered on.

The implementation gap also undermines trust among older employees. Therefore, organizations should make sure that policies are consistently applied, not simply present. They could achieve this through audits or performance metrics.

The results also indicate that for silver workers the perceived access to Flexible Work Arrangements and Training & development opportunities have a negative effect on perceived age discrimination. Thus, organizations should invest in these measures, especially for older workers, to combat age discrimination.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS: AGE DISCRIMINATION HAPPENS AT ALL AGES

6.1 Sample size is reason for caution and research should be done over multiple disciplines

The sample size is a major limitation in this study. With only 63 respondents the generalizability of the study is limited.

The first future research recommendation is also to do a similar study but with a larger sample size to increase the generalizability. However, when this is done, it should be considered too at the same time also include different disciplines. The disciplines can then also be compared, highlighting where age discrimination is most likely to pose issues so that HR

departments of those specific disciplines can put extra effort into the matter.

The job-role alignment variable in this study didn't lead to any significant relation. However, for future research it might be good to formulate the question differently and gain deeper insight into this variable. A questionnaire should be developed that investigates whether silver workers only do the jobs they are good in, while younger workers are favored when new skills must be learned, or new jobs must be performed.

Not only different disciplines but also age groups should be further investigated. This paper looked at age-discrimination specifically for silver workers aged 50 and above. However, this is a bit one sided as literature shows that age-discrimination is also present and has a negative effect on the younger aged workforce (Rabl & Triana, 2013, p. 3607). To gain a complete understanding of the issue of age-discrimination, more comprehensive research with data on all age groups should be done.

Lastly, the findings of this study suggest that younger workers believe in policy but that older workers believe in results. It could be good to look at whether younger workers also support the policy and the implementation thereof, or whether this is still lacking.

7. ACKNOWLEDGMENTS

This paper is written using secondary data from the EXPERTISE project and data collected using a shortened version of the same survey. During the entire data collection and writing process anonymity and voluntary participation was ensured. Privacy and confidentiality were maintained as no identifiable information was used. The participants provided informed consent. All ethical standards for survey-based quantitative research were adhered to. There was no direct contact with participants nor manipulation of variables.

Finally, I would like to express my gratitude to my supervisor Dr. V.F. Delke for his guidance through the course of this research. The discussions on formulation of hypothesis, data analysis and the results of this paper were of great value. I would also like to thank my family, friends and fellow students for their critical views and support throughout the process.

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