Diverse Age, Diverse Roles: A Qualitative Exploration of Age Differences in Human Resource Practice

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Abstract— This study aimed to examine the Age Differences in Human Resource Practice through the lens of HR Practitioners from various firms. The categorical variables of this study are the Perceptions of HR Practitioners on Age Differences in HR Practice, Strategies to Address the issues of Age Differences in HR Practice, and Insights/Reflections of the Researchers based from the findings and observations during the conduct of the study. The researchers conducted an in-depth interview with selected HR Practitioners. There were seven (7) informants for this study. Researchers made consent letters to the participants to conduct the interview. The researchers used a research questionnaire, and the informants answered each question through a face-to-face interview.

Furthermore, the researcher made use of a transcript to analyze the data. The findings show that the perceptions of HR Practitioners on Age Differences in HR Practice are Generational Differences, Knowledge Transfer, Teamwork, and Technological Proficiency. Open communication helps address the existing age differences problems inside the workforce; conducting team-building promotes the formation of a unified and productive team that values the efforts of all members, accepts age differences, and collaborates well to accomplish shared goals; implementing training and seminars that aim to concurrently address the three objectives of eradicating stereotypes, harmful behaviors, and ignorance, and complying with company rules and policies that support equity, inclusion, compliance, and organizational effectiveness..

Keywords— Age Differences in HR Practice, Qualitative research.

INTRODUCTION

People live in a unique time where multiple generations cohabit as they navigate the twenty-first century. Organizations today face a more diverse workplace, not only in terms of color, gender, and ethnicity but also, most notably, age; each adds their valuable views and experiences. Different age groups can be strategically integrated into different roles within an organization, having a more resilient and innovative workforce. Moreover, due to global demographic changes, the future workforce will be defined by a greater generational difference, extended lifetime employment, and a higher average age (Kulik, Ryan, Harper, and George, 2014, p. 929). In the past, human resource management has prioritized hiring younger workers (Ropes, 2013, p. 713). However, for businesses to remain competitive, they must now change their conception of professional training to fully utilize the abilities of workers of all ages.

Age differences pertain to the variations in the age distribution among workers and are employed to depict the makeup of an organization or its workgroups (Kunze, 2013, p.187). It plays a significant role in HR Practice, as the practitioners need to be more diverse as they deal with various people, such as people not of the same age, people from different cultures, people with different beliefs, etc. There were significant issues with dealing with age diversity since some organizations wanted to hire a considerably younger employee to show the image of the youthfulness of the organization. In contrast, older employees may face discrimination (Uzochukwu and Obi, 2020, p. 120). However, age contributes to the success of diversity when individuals of different generations work together in the workplace and share everyday experiences, values, and ideas.

Age diversity encourages an array of ideologies, experiences, and talents, which can boost creativity and productivity and create a more welcoming and dynamic workplace. An age-diverse workforce produces a wide range of abilities, intellectual styles, values, and preferences that may lead to higher production (Boehm and Kunze, 2015, p. 274). Remarkably, human resources practices can foster a work climate that emphasizes the value of diversity in the workplace (Ravazzani, 2016, p. 9). However, even with those practices, the raging issue of age differences is still in

the workplace, and older and younger workers still experience discrimination. Thus, it is important to consider age differences as a powerful tool for accomplishing organizational goals. If addressed effectively, age differences can benefit organizational outcomes, but when managed poorly, it can damage the organization (Nafiu, Alogwuja, & Enimola, 2020, p. 332).

Age is a big issue in the workplace, and there can be a comparison between younger and older employees. One of those difficulties that HR Practitioners face is age discrimination. The risk of age discrimination is growing and becoming a matter of organizational discussion, and it can affect the work environment. Age discrimination can target younger and older employees (Truxillo, Fraccaroli, Yaldez, & Zaniboni, 2016, p. 447). Additionally, older employees should be proactively supported at the organizational level and encouraged to engage in tasks (like training) and responsibilities that can be deemed "age-inappropriate" to disprove false beliefs about others (Zacher, Esser, Bohlmann, and Rudolph, 2019, p. 10).

Moreover, there is still discrimination against older employees, and some individuals view older workers as 'workers who are less productive than younger ones' (Uzochukwu, & Obi, 2020, p. 120). Due to age discrimination in the workplace, older employees may face barriers to advancement, while younger employees might be seen as lacking experience. Age discrimination in HR practices poses significant challenges to both individuals and organizations. Consequently, age-based diversity aims to end age discrimination, much like generational diversity in the workplace (Gaidhani, Arora, & Sharma, 2019, p. 2804).

Furthermore, in the Philippines, organizations make sure that all employees should feel safe and included within the organization. The Labor Secretary Silvestre H. Bello issued a decree implementing rules of the anti-age discrimination law. The order's provisions apply to all employers, publishers, labor contractors or subcontractors, and labor groups, whether registered or not (Department Order No. 170 series of 2017). The Anti-Age Discrimination Act, commonly known as Republic Act No. 10911, prohibits age discrimination in employment. It also establishes exceptions or conditions in which an employer may set age limitations on a job.

Moreover, many countries are against age discrimination in the workplace, including the United States (under the Age Discrimination in Employment Act), the ADEA, and the European Union (Under the Employment Equality Directive). The purpose of the law is to protect productive, seasoned employees from age stereotypes and to stop discrimination against employees and job seekers based on their age. The ADEA may be helpful when choosing employees for the job (Lahey, 2010, p. 679). Consequently, HR Practitioners can promote period diversity-friendly HR policies that prevent hostile relations and performance of age diversity in the workplace (Kunze, Boehm, & Bruch, 2013, p. 413). Furthermore, organizations should focus on merit-based recruitment, promotion criteria, equitable compensation, and a respectful workplace culture to foster age-inclusive HR practices.

On the other hand, the older employees possess valuable institutional knowledge and expertise and the younger employees who bring fresh perspectives and technological skills are put to work together because of the age diversity (Nilsson & Nilsson, 2017, p. 71). Each generation shows and gives ideas to the organization, helping it to succeed. A wide range of skills, intellectual styles, values, and preferences are developed in a diverse workforce that can lead to increased productivity (Bhatt, Gupta, & Bhatta 2019, p.13). Age-diverse teams can have a more balanced decision-making process (Wegge, Jungmann, Liebermann, Shemla, Ries, Diestel, and Schmidt, 2012, p. 5150).

In the Philippines, a study by Gabriel, Alcantara, & Alvarez (2020 p. 6), citing an interview with millennial employees on establishing rapport with older employees, states that as a millennial employee, one needs to perform their job with efficacy and additionally says that because the skills and knowledge millennials possess are more up-to-date compared to older employees, they are pressured to deliver and perform exceptionally. On the other hand, older employees impart to the younger employees the business norms and operational practices that support productivity and performance within the organization (Hapompwe, Mulenga, Siwale & Kukano, 2020, p. 452). Moreover, the older generation will use their accumulated experiences, while the younger employees will contribute with their creative thinking and innovative approaches (Jekelle & Elena, 2021, p. 196). Therefore, combining young and older employees with different knowledge and ideas can promote innovation and productivity in the workplace. Age-diverse employees have numerous skills, intellectual styles, morals, and

preferences that may increase productivity (Boehm & Kunze, 2015, p. 37).

The Social Identity Theory (SIT), introduced by Henry, Tajfel & Fraser (1978), highlights that individuals categorize themselves and others into various social groups, such as age cohorts. This theory suggests that people's experiences can be interpersonal or intergroup. In interpersonal situations, individuals define themselves based on their identity and goals. In contrast, in intergroup situations, they describe themselves based on their social identity and interact based on group goals, perceived status differences, legitimacy, and permeability (Esser, McKinstry, Bablani, Appuswamy, and Modha, 2019, p. 5). SIT has been applied in organizational contexts to understand how age differences impact workplace dynamics and outcomes. Social Identity Theory recommends that organizations should strengthen employees' organizational identity and create a fair work environment that encourages positive relationships between younger and older workers (Ho & Yueng, 2020, p. 102), as it is crucial to foster a sense of belonging and inclusivity among employees of all ages. Inclusivity has significant consequences in the workplace. (Fhadili, Kiflemariam, & Mwanzia, 2021, p. 55).

Furthermore, this theory suggests that the ability of individuals to internalize their affiliation with particular groups (e.g., being an older employee) based on salient characteristics (e.g., age) affects how they behave, feel, and think about other group members (e.g., younger workers) (Bellotti, Zaniboni, Balducci, Menghini, Cadiz, and Toderi, 2022, p. 2). Consequently, an extensive age difference in the group may cause participants to feel different from one another, which could prevent them from engaging with the training material and hinder their ability to learn (Gerpott, Lehmann-Willenbrock, Voelpel, and Van Vugt, 2019, p.717). Thus, by applying Social Identity Theory, organizations can design interventions and strategies that capitalize on age diversity's potential benefits while mitigating challenges.

With multiple generations coexisting in the same workspace, organizations face communication gaps, knowledge transfer, collaboration, and conflict resolution challenges. This study is focused on age differences and provides a structured framework to explore the perceptions and experiences of HR practitioners, identify the best strategies to address age difference issues, and recommend ways to promote harmony and productivity among diverse age groups.

Generally, this study focuses on Age Differences in HR Practice, which has become rampant in organizations. This study identified the perceptions and experiences of HR practitioners regarding age differences within the organization. This study also showed the HR Practitioners' perceptions and experiences amidst the rampant issue of Age Differences in their workplace. Thus, the researchers wanted to make this paper relevant by relating to the HR Practitioners' perceptions and experiences handling Age Differences.

Moreover, the timeliness of this study benefits not only the HR practitioners but also the broader setting of the organization, employees, and society. This study serves as a basis for improving their workforce environment and acknowledging age differences in the workplace. This study has the potential to benefit various stakeholders, from organizations to HR professionals to employees and society as a whole, by promoting fair and inclusive workplaces and building improved understanding and collaboration within generational groups. Lastly, this study is essential to HR Practitioners because it shows the participants' perceptions and experiences with Age Differences. This study subsequently provides suggestions on addressing age-difference issues in HR Practice.

This study aimed to determine the Age Difference in HR Practice among the selected HR Practitioners. This research seeks to answer the following questions: What are the perceptions of HR Practitioners about Age Diversity? What strategies have HR practitioners implemented to address the issue relating to age differences? What insights from the researchers can be drawn from the study about the age differences?

METHOD

This section of the study presents the details of how the study was conducted. It shows the study's participants, instruments, design, and procedure.

Participants

The participants of this study were HR Practitioners from various firms. The researchers selected seven (7) Participants for this study, as a phenomenology study requires five to twenty-five participants at minimum (Mason, 2010, p. 3). In addition, the researchers interviewed the participants to gather further information about Age Differences in HR Practice. The seven (7) participants were HR Practitioners. The

researchers chose the participants who were best suited as the person of interest of this study as they were the primary source of information for the findings of this case.

Materials/Instrument

This study used phenomenology to learn the perceptions and experiences of Age Diversity in Human Resource Practice. The main instrument of this study is the semi-structured interview guide questionnaire created by the researchers. The researchers first validated the interview guide questionnaire with the research experts before using the interview guide questionnaires to conduct the study on the qualified participants. Additionally, before the researchers analyzed the answers, the researchers first got a thorough overview of all collected data. It included transcribing audio recordings, taking down notes, and getting familiar with the data collected. After familiarizing themselves with the data, the researchers started coding the answers of the participants and put labels or codes to describe their key points. Lastly, the researchers analyzed the principles created and identified patterns to develop themes.

Design and Procedure

This study used phenomenology to learn the perceptions and experiences of HR practitioners regarding age differences. This research design applied to this study because phenomenology aims to describe what all individuals have in common when they encounter a phenomenon (Cresswell, 2016, p. 58).

The researchers gathered information from the participants who experienced the phenomenon and produced an overall description of the critical aspects of the experience; the description is made up of what they experienced and how they experienced it (Cresswell, 2016, p. 58).

For the data collection and investigation, the researchers conducted an in-depth interview with an open-ended questionnaire to gather factual information and answers from the participants.

The researchers utilized in-depth interview as it is an effective qualitative technique for encouraging the informants to discuss their innermost thoughts, feelings, and experiences (Alin, Dainora, & Milena, 2010, p. 1279)

This study is engaged with proper care and keeping the data and documents to perform transferability. The data was held for future researchers to use as a reference for similar research. This study's results are provided to increase dependability so that others can review the data and make similar conclusions. Dependability can be improved by meticulously documenting all the research activities, the findings, and any potential adjustments that may arise as the study develops. In confirmability, the researchers ensured that the data presented were based upon the study and research conducted personally by the researchers from their chosen participants.

Lastly, to ensure the ethical consideration of the study, the participants demonstrated voluntary engagement in the study; participants were informed, and ultimately, consented to participate in the research. As far as possible, the offense and prejudice in the formulation of the questionnaire were strongly avoided. The integrity of the participants is preserved and kept confidential during the process. Additionally, the researchers ensured the anonymity and privacy of the study participants by not revealing their names and identities when reporting the results of this study. The researchers also ensured that every communication in the study was conducted honestly and transparently.

RESULTS AND DISCUSSION

This section presents the data about the perceptions, strategies, and insights/reflections they can draw from Age Differences presented in the various data sources gathered by the researchers.

Presentation of Perceptions of HR Practitioners to Age Differences

Presented in Table 1 are the data collected from the responses of the HR practitioners in various stages of data collection. The items embedded within the table were analyzed and categorized into groups and arranged according to different themes.

Table 1 focuses on the Perceptions of HR Practitioners of Age Differences and their classification in terms of the following themes: (1) Generational Differences, (2) Knowledge Transfer, (3) Teamwork, and (4) Technological Proficiency.

All of the themes used for this presentation are collected and examined through various literature and studies that focus on the perceptions of HR practitioners regarding age differences.

The researchers then thoroughly examined the HR Practitioner's responses and classified the information according to the standard and emerging categories.

Table 1. Perceptions of HR Practitioners to Age Differences in HR Practice

Major Themes	Core Ideas
Generational Differences	• Hiring different generation is an advantage. • Curriculum differences on each generation. • Generational differences. • Unique insights from different generations.
Knowledge Transfer	• Shared knowledge. • Transfer of knowledge is an advantage. • Sharing values, knowledge, and expertise. • Knowledge Transfer and mentorship.
Teamwork	• Collaborative effort from one another. • Collaborative workforce. • Opportunity that leverages innovation and collaboration within the workforce. • Bringing together a range of experiences, skills, and perceptions.
Technological Proficiency	• Today's generation is pretty techy. • Younger employees are more knowledgeable about the technology. • Differences in technological proficiency and even work expectations between generations. • Younger colleagues bring fresh ideas and technology fluency.

The table comprises ideas and themes that were grouped after the researchers read and identified similar common concepts based on the participants' responses. The information was collected through answering the interview guide questionnaire given to the informants. Table 1 is all about the perception of HR practitioners regarding age differences in HR practice, which can be deciphered through various emerging themes. After identifying the themes, concept maps were drawn by grouping similar themes based on participants' responses and collecting these data into one general and related theme. To clearly represent how themes are organized, the researchers used various informants' responses. The quoted items within the interpretation of the tabular inputs can identify these.

Generational Differences. The responses that the HR Practitioners stated regarding the generational differences are the following:

"Kung mu-hire ka gikan sa lahi nga age bracket let's say baby boomer, o Gen Z, naa gyud siya'y collaboration of knowledge." (I1)

(If you hired a different age bracket, let's say baby boomers, or Gen Z there will be a collaboration of knowledge.)

"Lahi ang ilahang curriculum sa ilahang na time like sa mga dagko na age, and sa atua pung curriculum karun sa Gen Z lahi siya sa kanang millennials." (I3)

(Because their curriculum was different from their time, like those older people, and the curriculum of Gen Z is different from the millennials.)

The above-mentioned statements were also supported by Informant 4, Informant 5, and Informant 7, who said:

"Siguro ang generational differences sa HR practitioners kase they may recognize, or we may recognize that different age groups such as the baby boomers, ang Generation X and millennials." (I4)

(There will be generational differences on the HR practitioners because they may recognize, or we may recognize that different age groups such as the Baby boomers, Generation X and Millennials.)

"Pero naa gyud kalahian sa generation jud kay kung mu-hire mi ug like sa baby boomers, hinay gyud sila manarbaho pag abot sa among trabahoon kaysa sa mga Gen Z." (I5)

(There are really generational differences because if you hire one person from baby boomers, he is really

slow when it comes to our nature of work than the Gen Z employees.)

"Each generation contributes unique insights to problem solving, and decision making." (I7)

The responses were grouped and fell under the category of generational differences. For many organizations, generational differences have become the norm as five generations make up today's workforce: Millennials, Baby Boomers, Gen X, Traditionalists, and Generation Z. A long-standing issue of generational studies is their inability to objectively differentiate between age, period, and generational/cohort effects (Parry & Urwin, 2021, p. 858). Despite such concerns, HRM continues to be permeated by the use of generational labels, such as "Millennials," "Generation X," and "Gen Z," to categorize people and make assumptions about their common generational behaviors and attitudes (Brant & Castro, 2019, p.527). However, according to a recurring claim in the popular press, every generation is driven by a unique combination of work ethics and life ideals (De Meuse, 2010, p. 52).

Regarding work environments, benefits, communication styles, and career development, different generations of employees have varied requirements, preferences, and expectations, reflected in differences in HR practices. Every generation brings to the workplace its own set of values, work habits, associations, and communication emphases (Dois, Landrum, & Wieck, 2010, p. 7). However, it was evident and inevitable that there would be a cultural shift due to Baby Boomers retiring and Millennials entering the workforce in large numbers (Lamija, 2018, p. 2). The continuous growth of skill sets required to support the organization was the main focus of many HR initiatives, and it was clear that both internal and external forces played a significant role. For instance, there's been a push to look closely at multigenerational workplaces and the particular difficulties they provide, as well as chances to improve the economic success of a company (Tannenbaum, 2014, p. 17).

Knowledge Transfer. Because of the demographic shifts, knowledge transfer among employees of different ages is becoming increasingly important. In an age-diverse setting, knowledge transfer is when two employees of various ages share information through conversation, collaboration, and imitation (Gerpott, Lehmann, & Voelpel, 2017, p. 193). Organizations must figure out how to keep older workers' essential knowledge before they retire because the number of older workers is rising (Burmeister & Deller, 2016, p. 87). The researchers utilize the relational perspective of HR practices to comprehend how age-diverse HR practices are perceived regarding knowledge transfer and the following are the HR Practitioners' responses:

"We can share the knowledge to them. When it comes to seniority transferring their experiences and knowledge to us that is also a positive kay naay mga instances na makalearn ta sa ilaha." (I1)

(We can share the knowledge with them, and when it comes to seniors transferring their experiences and knowledge to us, that is also positive because there are instances that we can learn from them.)

This statement was also supported by Informant 3 and Informant 4 who said:

"Sa advantage maka gain ka ug knowledge sa ilaha, especially sa older employees kay naka experience na sila labi na, makaingun pud ko way back before, as an HR Practitioner naa silay ginatawag na setup gud." (I3)

(The advantage is that you can gain knowledge from them, especially if older employees have experienced it. You can ask if way back then, as an HR practitioner, what their setup was.)

"Older workers are often seen as having valuable knowledge and expertise that can benefit the organization. So, ang important dinhaa is that there will be a knowledge transfer na mahitabo and that's already good." (I4)

(Older workers are often seen as having valuable knowledge and expertise that can benefit the organization. So, the important part to that is there will be a knowledge transfer that is happening and that's really good.)

Additionally, Informant 7 who also agreed with the theme said:

"It also promotes culture of learning and mentorship where seasoned professionals share their wisdom while younger colleagues bring fresh ideas." (I7)

The responses mentioned above were grouped under the theme of Knowledge Transfer. Age-inclusive HR policies that cater to a diverse workforce can encourage positive work behaviors in workers of all ages, including knowledge transfer, by developing workers' knowledge,

skills, and abilities and giving them performance opportunities (Boehm & Dwertmann, 2015, p. 41; Boehm, Kunze, & Bruch, 2014, p. 667; Yang, 2018, p. 3). Age-inclusive HR procedures ensure equal opportunities for employees of all ages, promoting equal opportunities for training, development, and leadership positions, rather than restricting older workers (Yang, 2018, p. 7). Moreover, a younger employee might benefit more from soft skill training (communication, conflict resolution) and an older employee would find it more crucial to learn about new technologies (Sousa, Ramos, & Carvalho, 2021, p. 401). This understanding positively correlates with age diversity and knowledge transfer (Boehm, Kunze, and Bruch, 2014, p. 659).

Teamwork. HR Practitioners can promote teamwork and mutual learning among different generations by fostering an inclusive environment that values employees of all ages. HR Practitioners responded that teamwork is an advantage of an age-diverse climate. The following are the responses of HR Practitioners regarding teamwork:

"Ang advantage niya is there will be a collaborative effort nga makalearn mo sa usa'g usa." (I1)

(The advantage is that there will be a collaborative effort wherein you can learn from each other.)

"Pwede sila mag karoon ng collaboration, para at least magkaroon nga ng maging maayos yung trabaho sa workforce." (I2)

(They can have collaboration so at least they can do their job well.)

Informant 4 and Informant 7 also supported this theme by saying:

"They may perceive diversity as like an opportunity nga ma-leverage nila ang innovation and collaboration within some workforce." (I4)

(They may perceive age diversity as like an opportunity that is a leverage on innovation and collaboration within the workforce.)

"Age diversity in the workplace is highly valuable as it brings together a range of experiences, skills and perspective that enrich the organizational culture and drives success." (I7)

These statements are from HR practitioners who perceive age diversity as a helpful tool for bringing

teamwork to the workforce. Age-diversity practices will likely contribute to an engaged or collaborative workforce. As shown in a study by Sousa, Ramos, and Carvalho (2021, p. 401), age-diversity policies indicate that an organization is committed to keeping its personnel healthy and productive, which makes them a significant predictor of employee engagement. HR professionals are expected to have a solid knowledge of the best practices for managing work teams with a varied age range, as managing age-diverse teams harmoniously is critical to the profitability and productivity of organizations (Armstrong-Stassen & Schlosser, 2011, p. 319).

Furthermore, teamwork is essential for reaping the benefits of age diversity, such as increased creativity, improved problem-solving, and enhanced productivity. Age-diverse workforces are more imaginative and creative than less diverse ones because members of different age groups' values complement each other (Gupta, 2013, p. 36). Likewise, it encourages team members to participate in decision-making and provides task-relevant information, all contributing to excellent group performance (Seong & Hong, 2016. p. 3). Thus, organizations should create cooperative norms because individuals are more comfortable and fearless when sharing their knowledge in environments with high cooperative norms. In contrast, in environments with low or nonexistent cooperative norms, people are afraid to act in a way that would be regarded as trustworthy. Employees will start to enjoy their work, and a trust-oriented learning environment will emerge from cooperative norms, promoting collaboration and creating a sense of partnership between teams and groups (Raza & Tariq, 2016, p. 7).

Technological Proficiency. Technological Proficiency is the capacity to use and navigate different technology tools, platforms, and systems efficiently to accomplish particular activities.

Technological Proficiency can create an effective and productive community, improve information and cognitive skills development, and improve performance, productivity, and learning. (Saad & Sakaran 2020, p.1). HR Practitioners responded that Technological Proficiency is one of the organization's advantages. The responses are the following:

"Kung sa generation karon kay medyo techy sila dili ta maglisod ug hatag when it comes to maghimo ug mga reports and everything." (I1)

(In today's generation, they are quite techy, we won't have a hard time when it comes to making reports and everything.)

"Ang mga younger employees are more knowledgeable sa technology while older employees kailangan sila tudluan unsaon pag gamit ug technology tarung." (I3)

(Younger employees are more knowledgeable on the technology while you need to teach the older employees how to use technology properly.)

Informant 4 and Informant 7 supported this theme by saying:

"Naa jud mga difference technological proficiency and even work expectations between generations." (I4)

(There are differences in Technological Proficiency and even work expectations between generations.)

"Ang younger colleagues bring fresh ideas and technological fluency." (I7)

(Younger colleagues bring fresh ideas and technological fluency.)

The responses were grouped under the category of technological proficiency, which is a helpful tool for increasing productivity in the workforce. The information technology revolution is drastically and quickly changing how things are done in almost every aspect of human endeavor. Globally, workplaces and organizations are being affected by digitalization. The rapid advancements in information and communication technology (ICT) are transforming the methods in which work is carried out (Diezt, Bauermann, & Zacher, 2022, p.1). The necessity for information systems and technology in human resource management has grown over the past few decades due to the emergence of a highly competitive period (Agarwaal & Kapoor, 2012, p. 1).

Moreover, information systems designed mainly for managing human resources, known as human resource information systems (HRIS), comprise the systems required to gather, document, store, handle, distribute, and display data related to human resources. Moreover, aging workforces impact relationships that promote exploitative, innovative performance (Park & Kim, 2015, p. 481). HR Professionals that are successful will need to grow from their mistakes and losses and be receptive to new developments in digital environments and technology that can improve their ability to adapt (Bennis et al., 2013, p. 86) as technological advancements provide dynamism in a world that is becoming more and more dynamic (Spasic, 2016, p. 4).

Strategies of HR Practitioners to address the issues of Age Differences in HR Practice

This table presents HR practitioners' strategies to address the issue of age differences in HR practice. The responses of the HR practitioners were grouped and classified according to the themes, and they were collected as one.

After this, the classification of the themes is as follows: (1) Open Communication, (2) Conduct Team-building, (3) Implement Training and Seminar, and (4) Comply with Company Rules and Policy.

Table 2. Strategies of HR Practitioners to address the issues of Age Differences in HR Practice

Major Themes	Core Ideas
Open Communication	• Open to communication. • Communication is very needed if there is any conflict. • Talk about what the problem is. • Training design is communicated clearly.
Conduct Team-building	• Team-building exercises. • Regular team-building activities. • Awareness of strengths and weaknesses through team-building. • Engaging activities like team-building.
	• Conduct of trainings and seminars. • Seminar about Age-Diversity awareness.

Implement Training and Seminar	• Implement training programs to address the conscious bias. • Conduct of training and development programs.
Comply with Company Rules and Policy	• Setting of new policies. • Conduct of a toolbox meeting. • Rules and regulations and policies of the company • Implementation of company policy.

To fully understand the said themes, we used the informants' responses and quoted them to support the interpretation of the tabular inputs.

Open Communication. Open communication helps address the existing age differences problems inside the workforce; it is one of the strategies HR practitioners use to cope with the issues they face regarding age differences in HR practice. Open communication is a fundamental strategy for HR practitioners to address age differences effectively in the workplace. The following statements will prove its existence:

"Pero mutou ko sa ilaha kay open sila sa communication na ma-address ang mga issue parehas sa age diversity. (I1)

(But I believe them because they are open to communication and on addressing issues just like age diversity issues.)

"Communication talaga ang kailangan if merong conflict or merong gap na nangyayari kase mostly sa younger employees and older employees. meron silang communication gap." (I2)

(Well, communication is very needed if there is any conflict or there is any gap that really happening between in younger employees and older employees.)

The theme Open Communication was also supported by Informant 3 and Informant 4:

"Gina istorya lang namo nganung sometimes ingana gud, sturya lang gyud, istorya lang ana lang." (I3)

(We talk to them sometimes, just like that, just talk to them, that's it.)

"Ang HR mismo will implement great training designs, and ma-communicate clearly ang objectives, then that would be very powerful inside the work environment." (I4)

(HR will implement training designs, and it should be communicated clearly and the objectives, then that would be powerful inside the work environment.)

With these lines, we can perceive that openly communicating awareness about Age Differences in HR Practice is one way HR Practitioners cope with Age Difference issues. HR Practitioners can create a positive and inclusive work culture where employees of all ages feel valued, respected, and empowered to contribute their best work by fostering understanding, promoting inclusivity, facilitating collaboration, using flexible communication channels, and resolving conflicts early on. In addition to improving employee happiness and engagement, embracing age diversity through open communication boosts an organization's success and competitiveness in a business environment that is changing quickly. HR practitioners use different communication methods to achieve mixed results. Improves the creative team atmosphere that helps teams produce new products more rapidly and with more incredible innovation within teams. Communication style variety has more positive effects on team innovation performance than negative ones.

On the other hand, age diversity is positively correlated with less conflict in relationships (Pesh, Bouncken, & Kraus, 2015, p.1). A company's efficacy, productivity, and general success depend heavily on its ability to communicate openly. It is thought that media outlets and the cultural contexts in which communication occurs interact with openness in communication (Schiller & Cui 2010, p. 37). In HR Practitioners, open communication and teamwork occur when shared objectives are pursued, work-related issues are resolved, and feedback is given and considered.

Additionally, open communication focuses on interpersonal issues like relational competence, social support, and feedback in the workplace. To create workplace productivity (Mikkola & Valkonen 2019, p. 1). Promoting the health and well-being of employees is mainly dependent on communication. Promoting a safe

and healthy workplace is greatly aided by positive and constructive communication, which is acknowledged as one of the intervention's components (Newnam & Goode 2019, p. 19). Moreover, High-quality communication aids employees in understanding their responsibilities and goals, as well as what the organization has to offer. Employees are typically involved in delivering and implementing the organization's HR practices (such as practices and rules) and fully understand the rationale behind organizational choices and implemented policies (Den Hartog et al. 2012, p.1643).

Conduct Team-building. Team building can be a valuable strategy for fostering inclusivity and leveraging the unique strengths of employees from different age groups. Team building promotes the formation of a unified and productive team that values the efforts of all members, accepts age differences, and collaborates well to accomplish shared goals. It is a crucial component of HR procedures meant to unlock the potential of a diverse workforce. These are the responses under the theme of Conduct Team-building:

"For this one, we need to have a team building so that we will know our kauban sa work diba? Kanang kahibalo ka unsaon pag deal ani. If you know that person his or her personality, you will know how to deal with them." (I1)

(For this one, we have a team-building activities so that we will know our work colleagues, if you know that person's personality, you will know how to deal with them.)

"Last time, gumawa kami ng team building. So, sa team building na yun mix talaga yung groups age groups. So magkakasama sila, magkakasama kami, magkakasama yung mga younger employees namin ang older employees naming." (I2)

(Last time, we did team building. So, in the team building, the groups are really a mix of age groups, so they get together, and we mix together our older and younger employees.)

This theme was supported by Informant 4 and Informant 7 who also said:

"Ang team-building makatabang para kumbaga aware sila kung unsa ilahang weakness and strength kay mapakita nila to during team-building activities." (I4)

(Team-building helps us be aware of their strengths and weaknesses because they are able to show it during the team-building activities.)

"All employees, will engage those activities such as the team-buildings." (I7)

These responses reveal that the informants view team-building as a way to have an age-diverse workforce, as they can do team-building activities together. Team-building will also help them collaborate regardless of their ages. Team building has become one of the most significant group phenomena companies utilize to increase organizational and individual production by utilizing all employees' energies to identify their capabilities (Fapohunda, 2013, p. 12). Additionally, it can improve the workforce's knowledge, skills, and attitude (Sulaiman, Mahbob, and Hassan, 2012 p. 30).

Moreover, Team-building is crucial in leveraging age diversity within an organization's HR practices. It promotes the formation of a unified and productive team that values the efforts of all members, accepts age differences, and collaborates well to accomplish shared goals. An organization's team-building approach is crucial to expanding its operations. It is common knowledge that sharing responsibilities serves as the foundation of a team, bringing people together to achieve common goals and carry out functional tasks as effectively as possible (Nikitenko, Zvyagintseva, Sergienko, Babkina, and Chernikova, 2017, p. 132). It is also a crucial component of HR procedures meant to unlock the potential of a workforce (Obiekwe, Mobolade, and Akinade, 2021, p. 262). Team building activities foster a sense of unity and belonging among age-diverse members of the group. This sense of belonging is necessary to ensure employee engagement, retention, and overall satisfaction with work. Furthermore, team-building activities are one strategy that would help an organization comprehend different generations' distinctions and work habits since they allow members of each age to identify each employee's strengths and weaknesses (Lawton & De Aquino, 2016, p. 24).

Implement Training and Seminars. This theme is the most influential HR practitioners' strategy in addressing the differences in HR practice. It is on this theme that they can apply it right away and implement it immediately. The response of the informants under this theme are the following:

"There should be training and seminars also, para kailangan nga i-train nimo ang imuhang mga tao kay para dili pud sila nga mabehind escpecially, sa atuang technology karun." (I1)

(There should be training and seminars also, so you need totrain them. We train our people so that they don't fall behind, especially with today's technology.)

"Sa younger employees ay nagbibigay kami ng training program para atleast ma-enhance nga yung skills nila at yung experiences nila sa trabaho." (I2)

(For younger employees we provide a training program to at least enhance their skills and their experiences in our work.)

"Seminar about age diversity awareness training, I guess, through training kay ma achieve naman sya." (I3)

(Seminar about Age Diversity awareness and training, I guess, through training we can achieve it.)

Informant 4, Informant 6 and Informant 7 also agreed that implementing training and seminars is one of the strategies in addressing age differences issues by saying:

"Mag implement tag training programs to address the conscious bias, ug pwede ma promote ang understanding of generational differences." (I4)

(We implement training programs to address the conscious bias, and we can promote understanding to generational differences.)

"Sa mga HR So, kailangan jud ta mag conduct og seminar, so naa tay mga seminar about sa age diversity sa mga employee." (I6)

(So as an HR, we really need to conduct a seminar, so we have training and seminars about the age diversity of our employees.)

"So, in order to address this issue related to age differences, we conduct trainings and development program to all employees." (I7)

(In order to address these issues related to age differences, we conduct trainings and development program to all employees.)

These are some of the theme responses of the research informants under the implementation of Training and Seminars. Age diversity training and seminars in HR practice are necessary for creating an inclusive and respectful work environment where employees of all ages feel valued and supported. It can help foster a more inclusive, harmonious, and productive workplace where employees of all ages thrive and contribute positively to the organization's success. Moreover, Age Diversity Training is a set of programs intended to minimize prejudice and discrimination, encourage positive interactions between various age groups, and increase people's capacity, drive, and comprehension of interacting with people of other generations. (Bezrukova, Jehn, and Spell, 2012, p. 208).

Moreover, these trainings and seminars are currently highly valued by HRDs and learning and development specialists worldwide (Qin, Muenjohn, & Chhetri, 2013, p. 133). Training and seminars improve employee knowledge, skills, and capacities to handle modern problems better.

Moreover, global training and seminars influence workers' perspectives and result in outstanding organizational outcomes (Al Mamun, 2019, p.19). Diversity training aims to concurrently address the three objectives of eradicating stereotypes, harmful behaviors, and ignorance. Its primary goals are to reduce prejudices and increase awareness of issues related to diversity (Gyula, Kovacs, 2021, p.3). Employee training is critical to human resource management procedures and anticipated rise in labor efficiency. Furthermore, Training programs are designed to meet the business's and its employees' needs and consistently provide positive outcomes (Cocuľová, 2017, p. 7).

Comply with Company Rules and Policy. This theme is the most influential HR practitioner strategy in addressing age differences in HR practice. These lines that will prove these are the following:

"Then nay mga bag-ong policy and before they implement those, they always ask the employees if what do they think about these kinds of policy." (I1)

(Then there are new policies, and before they implement those policies, they always ask the employees what they think about these kinds of policies.)

"So, isa sa company rules naming na magkaroon kami ng tool box meeting, every once or twice a month and pinaguusapan naming ang mga issues kagaya na lang ng age diversity issues pati mga problema sa company." (I2)

(One of our company rules is we conduct a tool box meeting every once or twice a month to talk about issues such as ageissues and conflicts on our company.)

Informant 5 and 6 supported the theme through the given statement, who said:

"Ang intervention namo kay amoang rules and regulation lang gyud." (I5)

(Our intervention is our company rules and Regulations.)

"Ang among company policy man gyud dili gyud pwede sa amoa ang older employee's kay part sa among nature sa work." (I6)

(It is a company policy that we really cannot hire much older employees because of our nature of work.)

These are some of the theme responses of the research informants under the company rules and policy. Establishing workplace policies fosters an organized, law-abiding, and effective work environment. Explicit norms and expectations in company regulations govern employees' conduct, performance, and behavior. Establishing a well-structured and coordinated work environment guarantees that all employees are aware of their duties and responsibilities. Regulations have the potential to foster an adaptive compliance culture, which inhibits creativity in the creation of new goods, procedures, and risk management strategies (Hale, Borys & Adams 2015, p.113).

The Equal Employment Opportunity (EEO) law also shields people from unjustified or improper workplace discrimination. To ensure equity and prevent discrimination against individuals, workplace rules, policies, practices, and behaviors are monitored under EEO standards (Wambui, Wangombe, Muthura, Kamau, and Jackson, 2013, p.203). HR Practitioners in the organization should implement guidelines meant to promote and Support diversity. Diversity offices, mentorship programs, and training on diversity are just a few examples of how these principles can be implemented in policies that foster and support diversity. There are numerous ways to implement these ideas, including diversity offices, mentorship programs, and diversity training (William, et al 2019, p.2).

Moreover, employees who worked for companies without age-inclusive HR policies felt more discrimination against them and had lower levels of commitment to the company, which contributed to higher employee turnover (Oluwatomi, 2019, p. 3). Therefore, when a high level of diversity management was implemented, the relationship between perceived age discrimination and employee commitment weakened. An age-diverse workforce and effective age-diversity practices techniques are two indicators of an inclusive age-diversity climate found in organizations that acknowledge age diversity (Van Dijk, Vanvan Engen and Paauwe, 2012, p. 73). Furthermore, according to Soares Jacobs, Wegge, Jungmann, Libermann, Shemla, Schmidt, 2012, p. 5145), age-neutral HR practices promote employee engagement and participation, essential for achieving the innovative and problem-solving techniques that follow from implementing these policies.

Insights of the Researchers

Different age groups bring diverse perspectives, experiences, and insights inside the workforce. This diversity of thought can lead to innovative solutions, better decision-making, and more creative problem-solving. Different points of view that people of various ages bring to the table is one of the main advantages of age diversity in HR Practice. Younger employees may get new ideas, more tech-savvy, and a forward-thinking perspective, while older employees frequently have vast experience and knowledge collected over the years. This can bring innovation, enhance judgment, and generate imaginative resolutions for complex problems using these perspectives.

Furthermore, by embracing inclusivity, HR practices demonstrate their commitment to valuing and respecting employees of all ages, fostering a culture of unity and belonging. Age Differences is also a significant factor in organizations' continuous learning. Employees could feel more capable when offered distinctive knowledge, promoting improved performance and learning at work. Acknowledging the age differences in the practice can promote a culture of professional growth and lifelong learning and because they feel encouraged in their personal and professional growth, employees are more engaged, motivated, and likely to stay with the company.

Moreover, it is important to understand age differences in HR practice to create an inclusive and effective workplace environment that harness employees' full potential across different age groups. It is necessary to create an inclusive environment to reduce these individual biases and provide a setting where everyone

is given an equal chance to contribute. Consequently, recognizing that every generation contributes various perspectives, experiences, abilities, and preferences that may encourage innovation, productivity, and organizational success when appropriately recognized and utilized. Additionally, understanding age diversity means understanding the collective perspectives of workers and the equitable and nondiscriminatory handling of employees across all age cohorts concerning all pertinent organizational policies, processes, practices, and incentives.

A thorough awareness of age diversity in HR practices allows organizations to design strategies specific to the requirements and expectations of employees from various generation. In addition, understanding age diversity in HR practices allows organizations to tap into the collective wisdom, experience, and innovation potential of employees from different age groups and for organizations to utilize their finest human capital fully; age-diverse workforces exhibit a wide range of unique knowledge, skills, experiences, beliefs, and preferences that need to be managed well.

HR practitioners play a crucial role as intermediaries or the "middlemen" in managing conflicts related to age differences in the workplace. HR Practitioners are important in facilitating open and constructive communication channels where employees can express their concerns, share their perspectives, and address conflicts related to age diversity. When disputes arise, HR Practitioners listen to all parties involved, compile relevant information, conduct unbiased investigations, and foster communication to identify solutions that benefit everyone. Furthermore, HR Practitioners are essential "middlemen" in managing workplace conflicts related to age diversity

Moreover, HR Practitioners play a vital role in developing a harmonious, inclusive, and collaborative work environment where employees of all ages can thrive and contribute effectively to the organization's success. One of the primary responsibilities of HR practitioners is to promote diversity and inclusion within the organization. This includes creating policies, programs, and initiatives that celebrate differences, value contributions from all age groups, and ensure equal opportunities for career development and advancement. By fostering a culture of inclusivity, HR practitioners create a sense of belonging among employees of all ages, leading to higher engagement, retention, and productivity.

CONCLUSION

The researchers concluded that the HR Practitioners' perceptions of Age Differences in HR Practice are Generational Differences, Knowledge Transfer, Teamwork and Technological Proficiency. Acknowledging and embracing generational differences in the workforce leads to a rich exchange of perspectives, experiences, and ideas. This diversity fosters creativity, innovation, and well-rounded decision-making within the organization. It promotes effective knowledge transfer across generations. Also, age-diverse teams are more adept at collaboration and teamwork. Age diversity also contributes to technological proficiency within the organization.

In its entirety, the perception of Age Differences in HR practices leads to a peaceful and dynamic workplace marked by respect for one another, continuous learning, technological innovation, and creative collaboration. In today's complex and linked business landscape, embracing age diversity fosters innovation, growth, sustainable success, and enriching the organizational culture. Addressing the Age Differences in HR Practice through strategic initiatives yields positive results that contribute to a harmonious and productive work environment. The strategies implemented to address age differences include open communication, which encourages transparent and respectful dialogue and enables employees of all ages to express their perspectives, share insights, and collaborate effectively on projects and initiatives, conducting team-building activities, implementing training and seminars, and compliance with company rules and policies.

RECOMMENDATIONS

HR practitioners must embrace age differences to create an inclusive, dynamic, and effective work environment that utilizes the potential of a diverse workforce. The term "age diversity" describes the presence of workers from several generations in a business, including Millennials, Baby Boomers, Generation X, and Generation Z. Acknowledging and appreciating these age gaps has several significant advantages and improves the organization. Acknowledging age differences fosters a culture of education, development, and continuous improvement. Employees of all ages have different preferences, learning styles, and needs for personal growth. HR Practices that support career advancement pathways, training opportunities, and specialized training and development programs for workers of all ages show a dedication to lifelong learning and professional development.

Age Differences in HR practices highlight how important it is to value diversity, promote inclusivity, and put specific strategies into place to manage a workforce that spans various generations successfully. In today's changing business environment, organizations may drive innovation, improve collaboration, promote employee engagement, and achieve sustainable growth and success by utilizing the distinct abilities, views, and experiences of employees of different ages.

HR Practitioners must consider age differences to maximize the potential of a diverse workplace and create a peaceful and productive work environment. HR Practitioners must successfully negotiate the potential challenges of age diversity in the workplace. Furthermore, age differences in HR practice call for an inclusive, proactive strategy that recognizes and values the contributions and strengths of employees from a diverse age group.

Based on the result of this qualitative exploration, finally, the researchers would like to recommend the following strategies to address the issues of Age Differences in HR Practice: Open Communication is essential for addressing age differences since it breaks down barriers and removes biases as well which is one of the main reasons for this. Organizations can facilitate chances for employees from diverse generations to exchange ideas, experiences, and insights by promoting open communication. This exchange fosters empathy, crosses generational divisions, and advances a culture where all voices are respected and heard.

Secondly, team-building activities can help bridge the generation gap by promoting mutual learning and understanding. Older employees may gain insights into new technologies, trends, and perspectives from younger colleagues, while younger employees can benefit from the older employees' wisdom, experience, and mentorship. Team-building activities that encourage knowledge sharing, mentorship, and peer learning create a culture of continuous learning and development across generations. Training programs and seminars suitable for all ages encourage multigenerational collaboration, teamwork, and knowledge sharing. Employees from various age groups get together for interactive workshops, peer learning sessions, and collaborative projects, which allow them to share experiences, best practices, and insights. In addition to improving skill development, this collaborative learning approach reinforces bonds, develops trust, and encourages an

innovative and collaborative culture within the organization.

Thirdly, training programs and seminars for all ages encourage multigenerational collaboration, teamwork, and knowledge sharing. Employees from various age groups get together for interactive workshops, peer learning sessions, and collaborative projects, which allow them to share experiences, best practices, and insights. In addition to improving skill development, this collaborative learning approach reinforces bonds, develops trust, and encourages an innovative and collaborative culture within the organization.

Lastly, HR practices must comply with company rules and policies that support equity, inclusion, compliance, and organizational effectiveness. Organizations may foster a positive and inspiring work environment where people thrive, collaborate, and give their all to accomplish shared goals and objectives by acknowledging and addressing the various requirements, preferences, and expectations of employees from different generations.

This study will serve as a foundation for further research to elaborate on the interest in the qualitative exploration of age differences in HR practice, and this study will lead to every individual who wishes to explore and investigate age differences in HR practice in a qualitative manner. Finally, to future researchers, we recommend this kind of paper as their reference for those conducting and exploring the same research studies to understand how the study was processed and conducted.

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