

Adversities on Employee Tenure Workforce: An Investigation of Aging Workforce Job Performance on Organization

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Abstract: This study investigates the stereotyping of ageing employees with their competence where agencies and companies are facing numerous challenges due to their deteriorating health and poor technological adaptability that results in poor job performance where they're preconceived as a liability. However, continuous research and studies have shown that other aspects of performance are important contributed by old employees that benefit organizational performance, growth, and stability. In addition, despite their declining health, these people retain their skills, knowledge, and experience that compromise their shortcomings [26]. The literature review also highlights the need for companies to address negative stereotypes and biases that often affect ageing employees. Strategies such as skills training, job redesign, mentoring, and flexible work arrangements can help support ageing employees and promote their well-being and career development. The review concludes by emphasizing the importance of further research on the topic, particularly in light of emerging trends such as remote work, automation, and the gig economy. It also recommends that companies adopt a more inclusive and age-diverse approach to talent management, recognizing the value of ageing employees and promoting their continued contributions to organizational success.

Keywords: Aging Workforce on Organization; Organizational Performance; Adversities on Employee; Tenure Workforce; Investigation of Job Performance; Organizational Financial and Performance Loss; Advantages and Challenges.

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1. Introduction

Population ageing is one of the pressing issues in the global workforce market. Based on World Social Report 2023: Leaving No One Behind in an Ageing World, published by the United Nations (UN), the population of older people has tripled from 260 million in 1980 to 761 million in 2021, and it is more likely to increase to 1 billion at the end of 2030. As the world population is ageing, so is the workforce. In the Philippines alone, the total number of workers aged 65 and above increased by 2% between May to June 2022. It is evident that the upward trend in population ageing is also the trend in the ageing workforce, and it is more likely to continue for years to come. Due to this challenge in the workforce, several countries are looking to increase the retirement age for employees. Some countries adopting this solution are the United Kingdom, where it recently increased the retirement age from 65 to 66 and aims to further improve it to 67 by 2026, and the USA, where an employee has to reach 67 years old to be eligible for full Social Security benefits [30].

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Currently, in the Philippines, there is a proposed House Bill 3220, where the mandatory 65 years of age will be eliminated at the discretion of the company [31]. With the said developments, it is expected that the ageing workforce will likely increase in the workplace population. Older workers have been stereotyped in the workplace as they couldn't perform with the same energy as the young workers, often have a negative attitude, especially "seniority" complex, and are resistant to change, which can become a hindrance to innovations and advancements [32]. The findings of this study aim to identify the advantages and challenges in employing the older workforce, their contributions, and their impact on overall organizational performance [33]. Furthermore, the study aims to answer the following questions:

- What are the Pros and Cons of the Aging Workforce on Organizations?
- How does the ageing workforce affect their co-employees?
- What are the beneficial and counterproductive behaviours of employee tenure?
- Does the ageing workforce perform better than young employees?

2. Materials and Methods

The research is solely based on a literature review. A literature search was performed in databases such as Google Scholar, ResearchGate, Economic and Scientific Journals, and other Publications using the keywords related to the general topic under the category of ageism, performance, advantages, and challenges. Peer-reviewed journal papers that were published between 2018 to 2023 were included in the literature review, and prior studies were analyzed to support the claims and arguments in this paper.

2.1. Age Diversity in the Workplace

Organizational Tenure Diversity is defined as managing experienced staff and new employees in an organization equally and in a fair manner. Younger new employees feel the experienced staff hold special importance in making decisions and problem-solving. It is found that Organizational Tenure Diversity has a positive relationship with organizational performance [9]. It shows that employees with diverse organizational tenures provide a healthy working environment and produce positive results in performance when working together. Age-diversity practices refer to workers' perception that HR practices are inclusive and not discriminatory for individuals of all ages. They have policies that support the development of all workers. The study by Sousa et al. [12] found that age-diversity practices have a positive relationship with work engagement. Older workers felt a higher level of energy when age practices were presented; thus, they were more dedicated and immersed in their jobs. The study shows that age diversity has a significant positive relationship with employee performance [34]. Older employees were perceived to have a higher level of performance due to familiarity, mastery, and experiences gained throughout the years, while younger employees are supported with technologies and innovations that allow them to easily fulfil their duties and responsibilities. Organizations also believe that age diversity supports succession planning due to the transfer of knowledge and experience [35].

2.2. Importance of the Aging Workforce

Despite the challenges brought by the ageing workforce, these workers have absolute control and play a vital role in other major aspects of the business, especially in experience, knowledge, skills, commitment, loyalty, and risk-based decision-making. The majority of the business industry not only grows through physical labour and technology, but skills and experiences are also key factors, especially with craftsmanship, handicraft, and workmanship, where these attributes of an individual spent at least 10 years or 10,000 hours to gain familiarity or mastery [1].

In some industries, older employees are more likely to have a higher commitment and stay longer, take fewer days off, have higher punctuality, and show strong work ethics as they have to support their families and are afraid to lose their jobs, which reduces the turnover rate of employees of the business [22], as a result, as the business grows and progress the older employees imbued with consistency gains a substantial amount of business knowledge and networks that assist the company in advancing which made them as a core component and foundation of the business, furthermore, these workers also perceived the gaps on the usage of technologies that creates a diversity of knowledge on a company that lessens the operating and machinery cost such as removable of needless or less effective apparatus or procedures. These workers are also the fundamentals/requisites in securing the survivability of the business for upcoming years as they are the ones who'll take an apprenticeship or exercise the training of younger employees and provide mentorship; plus, these people are part of the brand image [8].

2.3. Employee Performance

This study conducted by Narag [2] revealed the motivational factors affecting the Job Performance of CSU Lallo campus Employees. Based on the answer of the respondents, "Nature of Work" had the highest result with a 4.06 weighted mean

followed by “Relationship with peers” with a 4.02 weighted mean, “Relationship with supervisor” with a 3.98 weighted mean, “Working condition” and “Career development” with a weighted mean of 3.78, “Place of Assignment” with 3.76 weighted mean, “Salary received” with a weighted mean of 3.61, “Opportunities with advancement” with a weighted mean of 3.59, and finally “Benefits and Incentives” who got the lowest weighted mean of 3.11 [36]. This indicates that, with the exception of incentives and rewards, all of the mentioned motivational factors significantly impact work performance [37]. The results of this study support the following suggestions made by the respondents: an enrollment system to make it easier for them to work, opportunities to attend seminars and training at least twice a year, funding for university-sponsored research, international research presentations, immersion programmes, and training and seminars [38]. Even though this study doesn't just look at long-term workers, it could assist identify what factors in an organization's human effort should be taken into account when trying to boost productivity on the job [39].

Based on the study of Hapompwe et al. [10], various items of employee tenure were measured and identified against organizational performance. These findings provided an environment that proves the focused value-added affects organizational performance as it contributes to the improvement or decrease in performance and an indication of its magnitude effect related to performance level [40]. The findings in this study involve the important role of employee engagement in improving organizational performance, Employee commitment, the ability of a tenured employee to disseminate skills to the new employees, and the general conclusion that employee tenure has significant effects on the organizational performance of employees. The findings above provide evidence that the components of employee tenure are related to organizational performance either positively or negatively [41]. There are many moving parts in a company that must be considered in order to boost employee performance. For example, in order to achieve their aims and objectives, management must constantly show the highest regard and understanding for the motivating factors connected to work performance. An employee's attitude affects his motivation, which managers should keep in mind [42]. An employee is more likely to give his all when he has complete faith in his work and understands its importance.

Motivation has been instinctively linked with employee performance. It is common knowledge that highly motivated employees tend to perform at their best potential. This is particularly relevant to the older employees, who are far more knowledgeable, skilled, and experienced compared to the younger generation [43]. They can impact organizational performance by simply sharing best practices or providing training to the team [44]. A study conducted using Exploratory Factor Analysis (EFA) showed that the main factors of motivation among older workers are salary and benefits, career growth, and the need to be recognized in the workplace. The study further confirmed the willingness of older employees to work beyond expectations if these motivational factors were met [45]. On the other hand, older employees would have a negative mindset should the organization fail to meet their motivational factors, which would result in poor performance, low productivity, and even higher employee turnover [46].

A Case Study by Raghavan and Janardhanan [7] on the Moderating Role of Psychological Empowerment among Supervisors found that employees' tenure was positively related to their performance. The longer their tenure at their respective organizations, the better they are at performing their jobs. One of the advantages of a tenured employee is his familiarity with the job due to longer experience working in a company. They are more likely to perform better than newer staff and are much more committed and loyal to their organizations. This study also found that employees who work longer in an organization also hold more responsible positions, which made them perform better when psychological empowerment was the moderator in the relationship between employees' academic background and performance.

The findings were consistent with the previous research where longer tenure shows better employee performance [47]. This could be for the following reasons: (1) that they are familiar with the job and loyal to the organization, and (2) that they are assumed to be promoted to a better or higher position. This research proves that older employees, given their tenure in the workplace, are producing better performance due to their long years of experience and exposure to different business processes [7]. The research by Kim and Song Lee [27] noted that older employees recorded better performance than their younger counterparts. Although their productivity may be lower than younger employees, older workers were able to deliver better performance in general. The reason could be the learning curve of an individual. Based on this concept, the higher the time invested in a specific skill, the more they improve their proficiency [48].

Although a positive relationship between tenure and job performance has been established, some studies show no correlation between these two variables. The research conducted by Raghavan and Janardhanan [7] found no relationship between employees' years of service and their performance, with the presence of psychological empowerment. Employees who have worked long in organizations tend to be poor performers as they are no longer motivated as they age compared to younger or new employees who are usually more dynamic, enthusiastic, and excited about the job and the rewards it would bring for their increased effort [49]. This means that when employees felt that they were psychologically empowered, their length of service did not have any influence on their performance [50].

2.4. Mentoring and Coaching

According to Sabarirajan et al. [28], the mentoring role of long-term employees established them as leaders in the workplace. They nurture the culture while also providing a team-building example for apprentice employees. Tenured employees build an effective team by addressing the task to be accomplished by the team and also identifying the level of authority it requires. Tenured Employees can also use their knowledge to train and mentor other employees and can also guide employees who may be less experienced by offering their knowledge and providing training to new employees [51]. Longer work experience is indeed an advantage to tenured employees and could also be an advantage to the organization as a whole [52].

2.5. Strong work engagement

A study conducted by Douglas and Roberts [14] shows that Employee engagement fosters organizational performance and that Tenure has an inverse relationship with employee engagement. The results suggest that employees are highly engaged during the initial years of being employed, but the level of engagement will drop in the latter years. This may be due to the excitement in the first years of employment, reality check growth, and promotion ceilings for tenured employees; however, the research performed by Douglas and Roberts [14] provides conflicting results. The study showed that employees over 50 years of age are more engaged, invested, and dedicated to their work than those under 50 years, likely because they are more competent and experienced. In effect, time spent managing certain tasks, making decisions, etc., is most likely to be significantly reduced. This would be advantageous to the organization as it provides more resources to focus on other tasks that would deliver outcomes and drive more revenue generation.

2.6. Handling Pressures and Conflicts

Employees often encountered heavy pressure and unreasonable demands, especially in delivering results that would impact the financial performance of the company. To succeed in the professional world, employees must learn to manage their behaviour and reactions and be able to work harmoniously with their colleagues [53]. Something that the Generation Z employees were struggling with. Gen Z's are often perceived as demanding, impatient, and inflexible to any work environment outside their preference which is the complete opposite of older generation employees. Research by Lavanya [29] showed that older workers can effectively regulate emotions despite any changes in the work environment. They can easily adapt, and transition to sudden changes without bringing attention or tension in the workplace.

2.7. Working Environment

The evidence implies that when people get older, their preferences and needs in the workplace could vary in relation to age-related work attitudes and behaviours. Older workers are more attuned to their workplaces than younger ones, and they're more prone to respond negatively when there's a mismatch between their labour preferences and the possibilities they perceive to fulfil them, according to research. To better appreciate the potential benefits of HR policies based on the age makeup of the workforce, it is necessary to study the relationship between age and these practises [16].

An ageing workforce is profoundly affected by high-performance work systems and the retention rates of flexible work programmes. These HR practises are commonly linked to employers offering more skill-enhancing practises, motivation-enhancing practises, and participation-enhancing practises, all of which place a higher value on employees as a source of competitive advantage. Examples of these practises include selective staffing and training.

Wong et al. [18] found that work-life imbalance adversely impacts the health and well-being of older workers. The need to enforce flexibility in the working conditions has been one of the primary demands of ageing workers as they are more susceptible to suffering from physical and mental health problems than the younger workforce. This suggests the importance for older employees to take a break from time to time to maintain their well-being; however, in effect, older workers would have lower productivity which would impact the overall team performance. This may also put the organization in a disadvantageous position as some might take advantage of the work flexibility, which would impact not just the performance of the team but also the team's behaviour.

The study by Chiesa et al. [11] shows that negative stereotypes about older workers in the workplace are negatively associated with the identification of the company, psychological engagement, and attitudes toward development. Older workers usually have a disengagement in the work and toward development when there is a high presence of negative stereotypes due to the nature of people to protect their positive sense of self. Also older workers may perceive a lack of reciprocity by the organization as they are tolerating this stereotyping culture.

According to Stirpe et al., [3] older workers make up a growing proportion of the workforce, and this research was conducted to identify ways to retain older employees. This study explored the retention payoff of High-Performance Work Systems (HPWS) and Flexible Work Programs (FWPs) for older employees. These results found that HPWS retention outcomes decrease as the workforce ages, whereas the retention capacity of FWPs increases. The results of this study suggested that the relationship between HPWS-retention is affected by workforce age composition. However, the FWPs do not significantly affect the workforce age as retention tools. Furthermore, the provision of FWPs alongside HPWS appears to be a less-than-optimal approach to this retention.

2.8. Productivity Relating to Medical Conditions

There are several medical issues and chronic conditions that are commonly visible to people in a workplace and highly occur in employees who are 40 and above; these jobholders frequently experience symptom attacks of overactive bladder, premenopausal symptoms, kidney stones, prostate infections, osteoarthritis, diabetes and heart disease-related problems such as high blood pressure and heart attack, they concluded that A healthier workforce could mean lower direct costs, such as insurance premiums and workers' compensation claims, and lower indirect costs if workers miss less work because of illness [54].

Due to increasing financial problems and benefits, inflation, accustomed daily routine, and life expectancy, the ageing workforce tends to stay longer in the labour market which paved the way for numerous challenges for companies in terms of organizational productivity [55]. One of the common issues of absenteeism affecting an individual's job performance is health, which is due to illness and other medical issues. In 2022-2023 workforce ages 45 and above has the highest rate of absenteeism due to health-related problems, and 25 – 44 has the least affected by these complications. A study was conducted in 2022 through qualitative and quantitative data collections to determine whether there is a significant relationship between the level of organizational culture and the performance of employees, which manifests in higher absentees; it appeared that a positive relationship between variables is present and found that one of the cause-effect of this action is that exorbitant absenteeism of an individual leads to lower job performance.

Organizational financial and performance loss is not only a consequence of absenteeism but also correlated with presenteeism, which is a phenomenon of being present without being productive that's unpreventable due to illness, cognitive declines, burnout, musculoskeletal disorders, and fatigue, and these features are affecting job performances and working capacity of an individual on a daily operation basis. Employees who are suffering from the mentioned medical conditions and health declines tend to be disadvantages and challenges to an organization; where these employees have a tough time handling pressure, which results in negative attitudes, dissatisfaction, and poor motivation, which is a major issue when it comes to job/physical demands, technological changes and interpersonal communication with colleagues and clients; as a result, a percentage of workloads are being handed to the younger individuals which burdened and demoralized their mentality that also increased the direct cost and turnover-rate of a company.

2.9. Adaptability to technological advancement

In a fast-paced market environment, consumers are looking for brands that would provide them with quicker services at the same or better quality. Organizations have been seeking ways to minimize their cycle time to ensure that their products or services are readily available in the market right when the customer needs them. As a competitive advantage, many organizations have been leveraging technological advancements to meet fast-moving consumer demands and reduce the risk of quality issues. The implementation of these technological advancements has proven to be more challenging for older employees than younger ones, mainly because of resistance, reluctance, and fear. This is consistent with the research conducted by Soja and Soja [15], where they examined the perception of employees at different age groups to the Enterprise System adoption and found both behavioural and skill-related issues with older employees, including lack of competence, inadequate information on new technologies, etc.

To bridge the gap, Lee et al. [20] suggest older workers attain higher Information and Communication Technology (ICT) literacy and skills through job training as they found significantly higher productivity in older employees than their younger counterparts with similar ICT skills. The results recommend organizations to leverage on the utilization of more mature employees by equipping them with appropriate tools and training which would boost the productivity of the organization. Another recommendation was presented by Brouwer et al. [25], which encourages organizations to establish a formal reverse mentoring wherein the younger employees, with all their technological skills, train the senior employees as an upskilling strategy. This approach would benefit the organization in two ways: (1) formal reverse mentoring would create a favourable learning environment for the older employees; (2) this approach would provide opportunities for younger employees to hone their mentoring skills.

2.10. Decision Making

Personal and organizational decision-making may influence the behaviour of their surroundings, which would conclude two major outcomes, it may result in a righteous or unpleasant perception that impacts the wisdom and character of the receiving end. In terms of life outlook and character, a great percentage of the older workforce is more likely to sway the younger employees to perform moral actions than harmful activities that positively align with their main goal or longed-for endeavours [13].

Positive and negative decision-making varies with age [13]. Studies concluded that most of the negative risks and actions are initiated by young adults, such as driving under the influence of alcohol, job hopping, sexual risk, and drugs [21] & [19], which conflicts with the most recent study about the level of risky choices of young vs adults where they found out that in the absence of emotional information, adults are more likely to take a risk and the overall claims are that there is “No substantial overall age differences in risky decision- making” [26] which also proves that the risk-level correlates with accumulated experience and knowledge of an individual which empowered old people to take prudent decisions.

3. Analysis

Based on the literature reviews section, it was mentioned that old employees have the key role in developing younger employees since they are more likely to have a higher commitment and stay longer, take fewer days off, have higher punctuality, and show strong work ethics [22]; however, appearance and presence on the organization are two different categories where presenteeism are frequently occurring inside of a company that greatly contributes to the financial and organizational performance loss aspects of a company/business by compensating the employees with regards with their contract in exchange of unsubstantial work, plus medical conditions of ageing employees that forcing the managers to lessen their tasks that affect the physical and mental fatigue of younger employees at costs of their job performance as the receiving end of additional workload [24].

Furthermore, people above 40 years old are suffering from different chronic conditions where a higher risk of different health problems frequently exists among old employees that manifest higher absenteeism caused by sick leave, check-ups, medical tests and examinations, which also causes a decline in their job performance, for a reason some companies can't just discharge their underperforming employees due to instances that some of these old workers are protected from LIFO (First In, Last Out) policy, making companies suffer more due to lower exit-rate of old employees [5]. Nowadays, a great number of people in their early adulthood are also experiencing and suffering from medical conditions that are usually overlooked and abused due to poor awareness and ignorance, while old persons tend to live healthier and more competitive due to understanding and consciousness of their decline.

As an action, studies suggest implementing flexible working schemes for the ageing workforce [3] to increase the business' rate of retention, reduce fatigue and stress and improve the work-life balance of old employees at the expense of team performance [18]. However, the suggested remedy will create a conflict of opinion between two parties; plus, people below the 40s are the ones who are more inclined to work from home while the old people prefer working on-site; therefore, the recommended proposal will just cause more harm than good.

Numerous studies investigated and probed the pros and cons of employing and retaining old workforces; however, there is almost non-existent research based on the mental impact of maliciousness of misbehaviour and negative attitude practised/done by young and old employees and how it affects the job performance of workforce with respect of age diversity, especially for fresh graduates who are inexperienced from the harshness, explicitly, and ageing workforce who are very sensitive from injurious words and tremendous activities. According to Duell & Steinberg [13], the behaviour brought by an individual may positively or negatively influence and impact the personality and perception of their surroundings, and employee tenure has a significant effect or impact on the performance of their colleagues or subordinates; it was found that if an individual is appreciated and recognized then their performance inclined and goes south if overlooked or unacknowledged regardless of the audience position/status, however, number of individuals doesn't necessarily perform better solely due to recognition, other people are more likely to appreciate or tend to be happy if they're receiving rewards, promotion, incentives, and bonuses, plus unwelcome actions are both harmful to the young and old persons.

Despite of burden and challenges brought by the medical condition of an ageing workforce and their incompetency in adapting to evolving technology Soja & Soja, [15], organizations strongly believe that old employees are still productive and the best option for nurturing the young workforce as for the reason of their immeasurable knowledge of the business, they're expected to provide training, mentoring, and coaching and even overlook the evidence of lower productivity rate due to decrease in physical abilities and especially in cognitive skills. We noticed from the works of literature that gaps in literacy on technology could be overcome through skills, job training, and assistance from younger employees to help the old workforce stay competitive, and greater skill-enhancing by the company will provide an impact on their performance instil a positive perception

that there are still considered as one of the competitive advantages of the business, in return and as gratitude, the succession of knowledge and experience handed down to young workers will be smoother which will build a stronger relationship between the two parties, which shows that age diversity has a positive relationship that benefits an organization [12] which will be converted to better organizational performance [9].

An experiment/study was conducted in 2021 where it was concluded that employees' age does not affect productivity [17] and that the higher job performance of young employees is due to adrenaline brought by the new working environment associated with driving variables in advancing their career that later declines. An experiment supported this claim by observing young managers who were subjected to evaluation and interview, who were higher-educated employees that have the required competencies to manage and due to the discovery that psychological empowerment is seen to be negative pressure on the tenured employees [7] the researchers found that young managers observed that there are significant advantages in handling older employees.

The constraint of being inexperienced helped the young managers to perform well due to the absence of setbacks from failure [23]; where their immaturity was exposed when they had a hard time confronting old employees, which created an unfair perception in the minds of young employees that affect the organization performance. According to Huang et al. [26], risk decisions are the same for young and old in the absence of emotional information, which supports the claim that risk-taking depends on experience and knowledge and that positive and negative decision-making corresponds with age [21] & [19] from their conclusions, we can deduce that the reason the role of the ageing workforce was important is not because of the output they can produce but the quality of decision they could provide to alleviate the status of an organization.

An observation was also seen that the aging workforce are better performers than their younger counterparts due to higher invested time in a specific skill that bestowed them great proficiency [17] which proved the research that aging employees are more invested than the younger generation which is an advantage for an organization especially in the presence of rarity of one's person staying in one organization and the decline of performance of old workforce are also a repercussion of negative stereotyping that mostly overlooked by managements [11], furthermore, the experience on handling their emotions kept them to stay competitive and relevant which almost non-existent on the younger generation who are perceived as demanding, impatient, and inflexible to any work environment outside their preference but because of compensation, advancement/growth, recognition [2] and other motivational factors their willingness to uplift their job performance to contribute on the organization increases [6], therefore an age diversified organization creates a healthy working environment that produces a positive results in organizational and job performance [4].

4. Conclusion

To conclude, based on the literature reviews and our analysis, we have concluded that ageing workforces have their strengths and weaknesses where their co-existence with young employees is essential in business or the company's current and long-term goals/plans such as coaching, mentoring, transferring knowledge and skills to new employees while upskilling the proficiency of employee tenure on advancing technology literacy with the assistance of junior employees. We found that even though the old employees are lacking due to deteriorating health, they have a large margin lead with new employees in terms of consistency, decision-making, and their treasured skills, knowledge in the business, and expertise; in addition, we have observed that presenteeism and absenteeism are both natures by young and old persons; however, their reasons for exercising these manners are different both parties are experiencing stereotyping based on their incapacity in regards with their deficiencies. Furthermore, the top executive and human resource department have a significant role in how they're going to synchronize and harmonize the two parties to prosper and elevate their relationship for a healthier organizational ecosystem; plus, policy-making, training, and skill advancement are needed to maintain the relevancy of veteran employees. Although several types of research have been conducted in the past to review older workers' impact on organizational performance, the researchers found that there are almost non-existent studies on the behavioural issues of young and older workers and how they affect job performance. In addition, there are limited studies in the areas of work and resource inequalities on later adulthood of the employees, which the researchers believed would significantly impact the job performance and productivity of older employees. Lastly, given the initiative of first-world countries to increase the retirement age, it would be interesting to see future research which would examine its impact on the diverse workforce, and identify actions that organizations need to take to support this new regulation.

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