

International Age Discrimination

Management Challenges and Opportunities

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Abstract

Many challenges confront older workers who remain employed or who seek to reenter the job market. One challenge is age discrimination in employment. The purpose of this practical article, therefore, is to examine the important and challenging topic of the aging workforce and particularly age discrimination in employment in a variety of global contexts – legal, cultural, ethical, managerial, and practical. Important goals of the authors are to help employers avoid age discrimination lawsuits as well as to provide appropriate recommendations to employers to help them deal with the challenges of attracting, hiring, retaining, and developing older workers in the workforce in a value-maximizing manner for all the organization’s stakeholders. The authors examine age discrimination in the global work environment and convey its deleterious consequences and international and managerial implications. Furthermore, suggestions for discrimination awareness and cultural sensitivity training are provided.

Keywords: Age discrimination, global work environment, cultural sensitivity, global workforce, generational differences, ADEA, anti-discrimination law.

Introduction

Age discrimination based on stereotypes of older workers is a problem in the workplace. In an Ohio State University Study of more than 12,000 cases on age discrimination in employment filed with the Ohio Civil Rights Commission from 1988 to 2003, Santora and Seaton (2008) report that, “...in the cases examined workers around the age of 50 – people who ordinarily have many productive years left to contribute to the workplace – experienced considerable age discrimination” (p. 104). In a society where labels such as middle-aged, old, and older are used to describe existing groups of working professionals and job seekers, studies indicate that age discrimination is a prominent problem and a concern for both leaders and managers. Grossman (2008: p. 39) notes that there are different conceptions of old and older, and to illustrate the diversity of viewpoints, Grossman (2008) relates that “Professional football players grow “old” in their 30s; air traffic controllers face mandatory retirement at 56, pilots at 65, and federal law enforcement officers at 57...The Age Discrimination in Employment Act (ADEA) protects workers at age 40.” The American Association of Retired Persons (AARP) also commences its examination of age discrimination in its 2008 report, *Reassessing the Age Discrimination in Employment Act*, by first defining the key term, discrimination: Economic theory, beginning with Becker (1957), holds that a group suffers from discrimination if employers, other workers, or consumers have distaste for contact with the group, which ends up being reflected in market transactions. Thus, for example, if

consumers value interactions with young workers more than with older workers, older workers will be hired at lower wages or will less likely be hired. Discriminatory tastes like these are interpreted as animus toward a group. An alternative definition that may have similar observable consequences, but that might be more relevant to the case of older workers, is that employers hold incorrect negative stereotypes about the ability of older individuals to perform on the job (Neumark, 2008, p. 11). Finally, according to Santora and Seaton, “age stereotypes are often connected to work competencies - in short, older workers may be perceived as less able to ‘do the job’” (2008, p. 103). This clearly is the case regarding age discrimination, which negatively impacts many older workers in the twenty-first century work environment (Neumark, 2008).

There are many discrimination cases currently keeping lawyers, law firms, judges, and the court system very busy as they attempt to bring about fair employment practices. Posthuma and Campion (2009) note that “at the time when older workers are most needed, there is growing evidence of discrimination against older workers in terms of higher verdicts against employers” (Posthuma and Campion, 2009, p. 159). Gregory (2001) mentions how discrimination against older workers has long been a common practice in some American firms. Nearly all middle-aged and older workers tend to suffer the consequences of an age-biased action. Gregory (2001) argues that while U.S. law prohibits age discrimination in the U.S. workplace, workers over the age of 40 are nevertheless subjected to adverse employment decisions that are often motivated by stereotypical notions regarding their abilities. As such, older workers in the American workplace are at times encouraged into premature retirements, denied developmental opportunities that can lead to promotions, denied deserved transfers or job promotions, terminated for causes that have little or nothing to do with their performance, and are excluded from long-term decision-making due to biases and assumptions. Gregory (2001) argues that there is no doubt that age discrimination continues to be a common practice in American business firms. Santora and Seaton (2008) concur and assert that “age discrimination is unfortunately alive and well in the workplace” in the United States (p. 104). Posthuma and Campion (2009) concur on age discrimination being an area in need of attention: “Despite the importance of the topic, there has been less focus on preventing discrimination from age stereotypes than on discrimination from race and gender stereotypes. This is ironic because stereotypes about older workers have the potential to affect everyone as we get older, not just the members of one race or sex group” (Posthuma and Campion, 2009, p. 159). The aging global workforce presents many challenges and opportunities, particularly legal and practical ones, for societies, governments, and employers; therefore, this topic is a multi-faceted subject matter that emerges as a most important challenge to the modern-day, global executive, manager, entrepreneur, and government leader.

Aging, Culture, and Discrimination

Managing older workers is not just a national challenge for Americans, but it is also relevant for international managers. Hodgetts and Luthans (2003) see international management as “the process of applying management concepts and techniques in a multinational environment” (p. 5). They also contend that “culture is acquired knowledge that people use to interpret experience and generate social behavior” (p. 5). As such, this acquired knowledge forms people’s values, creates their attitudes, and influences their behavior in a predictable pattern (Hodgetts & Luthans, 2003, p. 108). Hofstede (1980) defines culture as the collective programming of the mind through locally held value systems, which distinguishes one group of people from another. Today’s managers engaged in international business should possess diverse value systems in order to truly be effective

global managers; and they also primarily manage people of diverse beliefs in an international environment. As such, understanding culture plays a critical role in international management. For an organization to operate in several countries with different cultures, it is important for the management team to understand the culture of each of these countries in order to efficiently and effectively operate interdependently among them. The norms and practices of one culture, including moral beliefs and precepts, may not be the norms and practices of another.

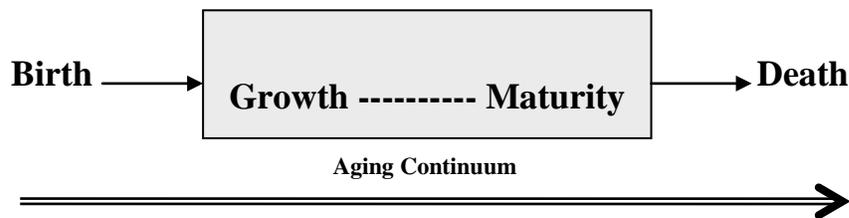
Generational and cultural differences

Generational differences and discrimination naturally affect the employment setting, but cultural differences are also an important reality of today's workforce (Mujtaba and Cavico, 2006). Cultural differences, such as languages spoken, clothing designs, and music played, are often apparent among people living in different cities, countries, or continents (Mujtaba, 2010). Yet, certain cultural differences, such as beliefs and values, are not always apparent at the surface level, but are practiced among different groups. People's views regarding aging and older workers emerge as one prime example of such cultural differences that lie beneath the surface, but which are experienced in day-to-day activities. Employers in the United States as well as globally are dealing with such views regarding age; and thus are confronting the challenges and opportunities that come with an aging workforce. As a matter of fact, the average age of the U.S. workforce is higher than previous years as since 1996 there has been a dramatic increase in labor force participation among individuals aged 55 years and older (Mossisa & Hipple, 2006); and the workers now are much more diverse. Due to generational differences, some occupations and industries in the United States are likely to see fewer numbers of experienced and skilled individuals in the labor pool. Due to globalization and limited resources, some organizations have fewer numbers of managers and hierarchal levels in their organizational charts. So, there are many changes that employers have to tackle in the coming decades as they now must be prepared to deal with a much more diverse workforce. Some of the differences in the workforce stem from cultural backgrounds, while others come from generational upbringing. Furthermore, organizations are dealing with a smaller experienced labor pool. The second decade of this new century and millennium, despite the current recession, is going to see more U.S. workers retire as they reach the traditional retirement age of 65 years. Consequently, employers will have fewer choices of candidates seeking jobs when employers seek to recruit, attract, and hire qualified individuals for positions. Thus, employers will have to find various means of competing to acquire a larger percentage of this limited –supply of skilled workers; and many of these valuable, experienced workers fall into the category of older workers. Accordingly, the attraction, recruitment, retention, and development of older workers have become critical to competing successfully in the “new economy” which promises fast and rapid changes. Employee retention programs for experienced workers will not only work for gaining and keeping older workers, but will also increase the likelihood of getting more applicants from all generations of the available labor pool. However, in an effort to attract, hire, and retain older workers, many organizations in the United States as well as globally face the challenges of cultural or generational biases and stereotypes that negatively impact even experienced workers. Therefore, it is important to understand culture and cultural views related to age, stereotypes, biases, and particularly the impact of culture on people's behavior in the workplace.

Functions of culture

One function of culture is to regularize behavior within a society (Mujtaba, 2010). As such, by understanding the culture, one can predict the individual's behavior within that culture toward dilemmas, employment practices, and day-to-day activities. Every individual comes from a society that conditions the person to respond to challenges based on the specific values and morals of his or her upbringing. In some cultures people value experience and age, while in others people are conditioned by stereotypes and myths regarding age (Mujtaba, Oskal, Edwards, and Cavico, 2006). Such stereotypes and conditioning, unfortunately, accompany individuals in the workplace, thus leading to prejudice and discrimination of various forms, including discrimination based on age. It should be noted, however, that while years of conditioning can have a very strong influence on a person's behavior, each person can think for him- or herself, and thus make decisions according to the situational factors surrounding a dilemma. This result is especially true in the workplace, as managers and professionals are expected to treat each other with respect and dignity, as well as according to legal, "industry," and organizational standards and practices. Therefore, it is extremely important for professionals, managers, and leaders to have a clear understanding of culture, especially discrimination, stereotypes, laws, and industry practices, in order to make legal, ethical, moral, and efficacious decisions (Mujtaba and Rhodes, 2006). In particular, possessing a strong moral foundation will enable some workers and managers to become transformational leaders as they learn to think critically and help others to reflect upon the facts before making important decisions that impact their future, their organization's future, and the future of current and prospective employees (Cavico and Mujtaba, 2009). The objective, therefore, is not only to review the past, but also to understand the current policies and circumstances, and, most importantly, to move forward by planning for the future, minimizing or eliminating age-related biases in the workplace.

Figure 1: The Aging Process



Source: Mujtaba and Cavico (2010); *The Aging Workforce*, p. 168

Regardless of cultural differences, as presented in Figure 1, one commonality among everyone is that the aging process begins at birth and inevitably ends in death (Mujtaba and Cavico, 2006, p. 228). Therefore, aging is a part of the growth and maturation process of all creatures. As one grows and matures, old age will naturally set in, and eventually death arrests the process of growth and maturation (Nagel, 2002). The concept of old age and aging spells the mortality of man, and this sets man racing against time to accomplish his/her goals and dreams. Old age and death have become synonymous in languages and cultures, and man understands that aging, and old age in particular, increases the probability of dying. Aging is a natural gravitation towards death, and thus slowing the process of aging should have the same result on death, slowing one's inevitable demise.

Cultural Attitudes toward Age and Aging

The American culture seems to be obsessed with youth (Kelly, 2003), as can be seen from the increasing number of cosmetic surgeries and by the fact that members of the media are fully capitalizing on such youth obsessions in their ads and marketing, advertising, and selling efforts. Such youth-mindedness is also accompanied by a concomitant negative perception of aging in the society, which includes the workplace. While many Asian cultures value and respect older individuals (both in their personal and professional lives), Americans view aging from a negative perspective. These negative perceptions tend to convey the message that older workers are not able to keep up with new technology or new ways of doing things because they are not open-minded. Besides the perception of not being open-minded, older workers in American society are seen as deadwood, incompetent, closed-minded, un-trainable, and less productive (Kelly, 2003). Of course, these are stereotypes and myths that are not factual; and individuals disproving these myths are obvious and ubiquitous in today's workplace. Nonetheless, such views tend to put older individuals at a huge disadvantage as they attempt to compete in the job market with their younger counterparts. Moreover, young Americans tend to have an unearned privilege or unearned advantage of being young that comes to them naturally but at a severe cost to older workers. This focus on youth, according to Santora and Seaton (2008), is woefully short-sighted "in the face of overwhelming evidence that older people (over the age of 60) are more active and more fit than ever before, and are living longer as a result of better health care. So why should older people, a talented and experienced segment of the population, be eliminated from the workplace when there is a tremendous need for highly qualified, committed, and motivated employees?" (Santora and Seaton, 2008; 103).

Eastern cultures have rigid lines between the young and old. However, the old are seen in a noble light and regarded with great reverence and respect. For example, in Chinese and Japanese, as well as Indian, cultures, the old person or an elderly one is the sage who is well-enlightened and knows the seasons, the past, present, and future (Mujtaba and Cavico, 2006). The old person or elderly one is treated as the head of the family; that is, treated as a grand matriarch or grand patriarch who never loses that post regardless of functional capacity or physical debilitation. This fact may stem from the phenomenon known as "ancestral homage or worship" that prevails in some Eastern cultures. Regardless, the differences in attitudes towards age, aging, and the old are markedly different. Not all Western cultures treat age, aging, and the elderly with negative regards (Mujtaba and Cavico, 2010). The attitude towards age and aging will depend on a combination of factors, mainly on the particular culture and social make-up of that society, though it can be predicted that the more collectivist nations or cultures would have greater reverence and more positive views concerning age and aging.

Religion and religious beliefs and practices also have impacted the attitudes towards age and aging. A religion that holds old age in high esteem will influence a society to be more mindful of the elderly and less concerned with age as a distinctive factor separating people. Throughout the Bible and Quran, for example, many of the leaders or patriarchs were aged people; and this fact seems to have influenced a tradition of the elderly or the old being distinctly privileged in positions of religious leadership or authority on matters concerning life. For example, the Roman Catholic Papacy has been a great reflection of this, as well as the hierarchy of spiritual leadership. Age is seen from a religious point of view as part of God's plan for man in his/her current life; people grow old and die, but with the possibility of being reborn into a new light and life.

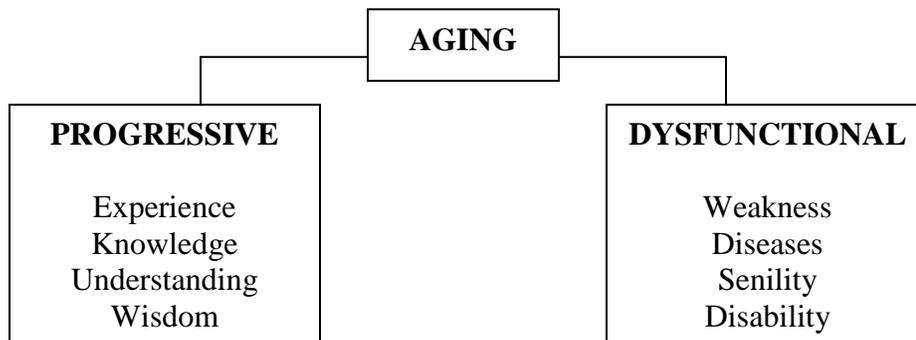
The distinction between young and old is highly emphasized in certain societies and cultures through social expressions, values, and social practices and lifestyles. This distinction has resulted in what can uniquely be called age discrimination or an “age divide,” which seems more pronounced in American society than any other. One area in which the age divide becomes very evident is the job market; and this situation usually reflects itself in the disparity of experiences between young and old when it comes to job requirements and pay. Decisively, age acts as a discriminating factor in the job market, as indicated by the authors’ research results, as well as in various institutional settings and social environments. For example, there are positions and ranks in various institutions and society, which through expectations, customs, or law, possess age barrier requirements. Some unique examples are often seen in corporate American companies in where leaders in the upper echelon of companies such the CEOs or Board of Directors seem to be from only within a specific age group. Age divide becomes an issue only when it deprives individuals of positive growth opportunities and advantages that would be open to them otherwise.

It is revealing to compare the United States to the world’s other great powers concerning the aging of the population. The U.S. Census Bureau estimated in 2000 that 40 million U.S. citizens were 65 or older, representing 12% of the total population. Moreover, the Census Bureau predicts that by the year 2030, the number will grow to 71.4 million, approximately one in five Americans (Palmquist, 2008). Due to steep declines in birthrates as well as significant increases in life expectancies, many other nations have also experienced a substantial aging of the population. Examples of such nations include Great Britain, France, Germany, China, Japan, and Russia. In the case of Russia, the country’s population is not only aging but also shrinking, approximately to the extent of 700,000 a year (Haas, 2008). By 2050, at least 20% of the people in these countries, including the United States, will be over the age of 65, according to United Nations projections. Actually, the U.S. is growing older at a lesser rate than all the aforementioned countries (Haas, 2008). In Japan, more than one in three people will be 65 or older by 2050; China will have more than 329 million people over the age of 65 (Haas, 2008). Such an increase in older workers results in more people retiring and thus fewer people in the workplace. For example, the population work segment comprising individuals from ages 15 to 35 in Japan and Russia is expected to shrink by 34% by 2050; and the decrease for Germany is expected to be 20%, France is 6%, and China is 3% (Haas, 2008). Fewer workers mean less work, and thus less economic activity. Unless there are commensurate gains in the productivity of the remaining workers, a nation’s economic health will decline. For example, it is predicted that in China, the shrinkage in the working age population will result in an overall loss of 1% of Gross Domestic Product growth per year by 2020 (Haas, 2008). Labor shortages consequently will threaten economic growth, and not only in China. Therefore, as a matter of sound public policy, it is incumbent on nations to adopt policies and to promulgate laws that encourage older workers to continue working and to protect them from age bias in employment.

The global workforce evidently is becoming older. In the United States, for example, in 2007, the Bureau of Labor Statistics reported that there were 76.9 million people in the workforce who were age 40 or older (Grossman, 2008). More people are living longer, and working longer – by either choice or, particularly in today’s uncertain economic times, necessity. The increasing age of the workforce, the presence of age bias in society generally, together with the fact that the consequences of unemployment fall more harshly on older people; make the topic of age discrimination in employment a very significant one- legally, ethically, and practically. Moreover, as older employees get even older, their pension and health care costs concomitantly increase for their employers, thereby making older employees attractive targets for workforce downsizing. Furthermore, not only are older employees disadvantaged in their efforts to retain employment, but

also to regain employment when they are discharged from their jobs. Weak economies today also adversely affect older workers more harshly, particularly since, when business is not good, employers may feel compelled to reduce the number of their most expensive employees, who are typically their oldest workers. Moreover, in a tight economy, older workers are the ones most likely to have a more difficult time to secure a job, let alone a comparable job, after they have been downsized. Today, therefore, many older workers are remaining in the workforce; and the projections are that the percentage of older workers in the workforce will expand. In the United States, the *Miami Herald* (Sherman, 2008) reported on a study by the American Association of Retired Persons that the percentage of people 65 and older who continue to work has grown from 10.8% in 1985 to 16% in 2007. Moreover, for people aged 55 to 64, the numbers have increased from 54.2% in 1985 to 63.8% in 2007. The topic of dealing with older workers in the workforce, particularly as the workforce ages, therefore, emerges as a very important legal subject matter indeed.

Figure 2 – Progressive and Dysfunctional Perspectives of Aging



Source: Mujtaba and Cavico (2010); *The Aging Workforce*, p. 172

As presented in Figure 2, there seems to be two extremes when it comes to society's perspectives on age and aging; aging as progressive and aging as dysfunctional (Mujtaba and Cavico, 2006, p. 232). The progressive view of aging can mostly be ascribed to Eastern cultures and societies that are typically collectivist and highly traditional, while the dysfunctional view of aging is very reflective of Western societies where youthfulness and non-conformist ideologies are more rampant. The dysfunctional view of aging views aging with a stigma of negativity; and thus age and aging, particularly old age, are equated with developmental and progressive weaknesses, decrease in mental and physical capacities, illnesses, diseases, lack of mobility, and all the down-sides of degeneration that occur naturally in the aging process. These defects of aging and the aged are too well-emphasized in American society, where youthfulness is equivalent to fortune and beauty, especially where the entertainment industry weighs in heavily on the American mind (Mujtaba, Oskal, Edwards, and Cavico, 2006; Mujtaba and Cavico, 2006).

Mujtaba and Cavico (2006) emphasize that the progressive view of aging is highly entrenched in traditional practices, thoughts, legends, cultures, and ideals. The old are seen as the creators and possessors of wisdom, wide and far-reaching knowledge, superior understanding,

indispensable experiences, virtues, and compassion; and in fact to grow old is a blessing since one could naturally die young. Many Eastern and Caribbean cultures have this progressive view of aging, and this belief explains the differences in treatment of old age and the elderly when it comes to the respect from the younger generations within society. In Japan and China, for example, the elderly or “old folks” are treated with utter reverence and their opinions and experiences, knowledge and wisdom are highly prized; and they are looked upon for guidance throughout all areas of life (Cavico and Mujtaba, 2006, p. 233).

Stereotypes and Age Discrimination

The word “stereotype” comes from two Greek words: *stereo* meaning “solid,” and *typos* meaning “a model.” When applied to people, the term symbolizes rigid, repetitive, and formalized behavior (Posthuma and Campion, 2009). Schneider (2004) relates that stereotypes have been accused of being wrong due to the fact that they may be created or at least supported by cultures that are in fact prejudicial and discriminatory. When using stereotypes, people allow their cultures to do their thinking for them instead of using factual information to be their guide. Schneider (2004) asks the question of whether stereotypes regarding age and other such characteristics are cultural products. His answer is yes. Schneider (2004) indicates that cultures provide many accurate generalizations, but some really faulty ones too. One point is clear – right or wrong - about the American culture, as succinctly and plainly stated by *Newsweek* magazine in 2008: “Our culture relentlessly celebrates youth” (Gross, 2008, p. 18.). Youth is fine; however, stereotypes about age can become bad, ugly, and ineffective when people use them to discriminate against a person or groups of individuals without considering the current facts or evidence. The word “discrimination” takes its root from the Latin word *discrimino*, which means “to divide or separate” into a division or category. While discrimination has its positive meanings, in most cases it is used to refer to making judgment about an individual’s or people’s behaviors based, not on their unique characteristics, but based on stereotypes or generalizations. Posthuma and Campion (2009) explain further that “...managers can hold negative stereotypes about older workers that are subtle or unconscious, yet they may affect how they think about their workers. The result can be discrimination against older workers when they are not hired, are not selected for training, or are targeted for lay-offs. Thus, although the influence may be subtle, the cause may be age stereotypes and the effect, discrimination” (Posthuma and Campion, 2009, p. 160).

Such is the case with age discrimination, which negatively impacts many, older workers, in today’s work environment. To illustrate, Floyd (2008) indicates that the downturn in the economy and lack of jobs have caused an increase in age discrimination law suits in the United States. In 2008, a news anchor for BBC, age 57 years, filed a lawsuit because she was overlooked to replace another anchor going on maternity leave with younger anchors ages 32 and 28. Another case was filed against The South Charleston Police Department for not allowing a 37 year applicant to take the physical ability test. Upon reviewing the case, the rules set forth by the department were deemed unconstitutional and violated the young woman’s civil rights (Floyd, 2008). To further illustrate, according to a recent American Association of Retired Persons (AARP) study, called “Staying Ahead of the Curve: The AARP Work and Career Study,” many older workers in the U.S. perceive age discrimination in employment to be a serious problem. The study indicated that two-thirds of workers aged 45-74 replied affirmatively to the question: “Based on what you have seen or experienced, do you think workers face age discrimination in the workplace today?” (Neumark, 2008, p. iii). Even more dramatically, Grossman (2008) declared that “the scourge of age

discrimination continues to be endemic” (p. 64.). *HR Magazine* provided two examples. The first was a survey of 5000 workers age 50 and over conducted for Retirement.Jobs.com in Waltham, Massachusetts, in which 77% of the respondents have either experienced or observed age discrimination and bias in the workplace. In a companion survey of 165 employees, 78% indicated that discrimination based on age was “a fact of life” in the workplace (Grossman, 2008). Secondly, all these findings paralleled a survey conducted by the Roper polling organization for the American Association of Retired Persons where two-thirds of the workers aged 45 to 74 indicated that they had experienced or observed age discrimination in the workplace, and, even more disturbingly, 80% of job seekers stated that they were facing age discrimination (Grossman, 2008). Similarly, Gross (2008) reported that “there is still enormous resistance and unwillingness to consider older workers for job hires” (Gross, 2008, p. 18). Gross quoted a corporate executive recruiter who stated that corporate boards look doubtfully at older candidates because “somebody in their mid-60s isn’t going to take an 18 hour-a-day job” (Gross, 2008, p. 18). What makes age discrimination an even greater problem than prejudice based on race and gender is the presence of “...unsubstantiated claims that old age reduces performance. In addition, age discrimination is inextricable from the economic argument because older employees through years of service and experience demand higher wages than newer employees. Accordingly, employers in order to reduce the payroll expense may replace older employees with younger employees” (Khan, 2009, p. 193; Newman, 2010). Yet, perhaps in the future, such discrimination, prejudices, and stereotypes may become less prevalent due to demographic trends, specifically due to the fact that as the baby-boomers get older, and carry their social attitudes with them, the acceptance of older workers in the workforce may grow.

Culture and Discrimination

While culture can condition individuals both positively and negatively, at times the conditioning can be stereotypical and consequently lead to illegal and unethical discrimination. However, not all forms of discrimination are illegal or unethical. In society, a man may choose to discriminate against women who do not have a high school education when he decides to marry a woman; thus he may marry someone who has a college degree, while not even considering those who have not acquired this status. Similarly, a female might choose to marry a male who earns a comfortable salary and one who owns a house; as such, she may not even consider those who are unemployed, employed in low paying jobs, or those who have chosen to spend their money in other means versus owning a house. These forms of discrimination are based on personal values and preferences. However, it is important to note that such personal values and preferences do not always apply in the workplace, particularly when one is deciding whom to hire, since hiring practices are based on one’s ability to perform the job (Cavico and Mujtaba, 2009).

Professionally, managers and leaders may discriminate based on organizational values, educational qualifications related to the job, the level of experience, as well as many other factors, when looking for potential candidates in the workplace. However, these decisions do not always negatively impact others based on their age, gender, or race when properly practiced as intended by the organizational values and job qualifications. Yet, societal stereotypes and myths do lead some individuals to discriminate against others based on their gender, race, age, or other such non-job related variables that are not necessarily indicative of a potential candidate’s level of performance. These forms of discrimination are illegal in the United States as well as many nations and, certainly, highly unethical too. Another important point is to understand that cultures do not discriminate, but people do in terms of their thoughts, words, actions, and behaviors. While cultures cannot be

changed easily, people's thoughts, words, actions, and behaviors can be changed; and this change takes place best when it is intrinsically initiated through knowledge, education, awareness, critical thinking, and self-reflection (Mujtaba, 2010). Overall, each person is likely to experience fairness in the hiring, development, and promotion of individuals according to his or her own efforts, education, self-reflections, behaviors, and ability to effectively work with others.

With the current global economic conditions, international firms are looking to fill positions, especially leadership ones, with people that have global experience and cultural sensitivity with regard to gender, age, local norms, and other issues related to hiring practices. They are looking for the candidate that has the edge, that is, the ability to understand and manage the business in a fair, practical, and efficacious manner in a variety of cultural contexts. These cultural competency points were underscored by Carlos Ghosn, the very successful, simultaneous CEO of Nissan and Renault. In an interview with *Newsweek* magazine in 2008 (Smith, 2008), Ghosn, whom *Newsweek* called "an extreme example of a global executive," stated, "More and more, in any company, managers are dealing with different cultures. Companies are going global, but the teams are being divided and scattered all over the planet. If you're head of engineering, you have to deal with divisions in Vietnam and China, and you have to work across cultures. You have to know how to motivate people who think very differently than you, who have different kinds of sensitivities, so I think the most important message is to get prepared to deal with teams who are multicultural, who do not think the same way" (Smith, 2008, p. E10).

Cultural Challenges Associated with Aging

Cultural and generational differences convey themselves in various forms. For example, in the Afghan culture people respect and cherish age and older individuals (Mujtaba, Oskal, Edwards, and Cavico, 2006). Accordingly, older workers and older members of the community often serve as coaches, mentors, and advisors in settling disputes and guiding major decisions. As a result, many Afghans tend to view the progression of life as a continuum of beginning, growth, and ending with the latter part being the most valuable due to the impact of accumulated experience. Perhaps, this mentality comes from the spiritual lessons of continuous development each day, as many Afghans believe that "if today one is not better than yesterday then a whole day has been wasted." The accumulated lessons of many days and years cannot be gained through quick or unrealistic expectations. Accordingly, age has its value; and there is no effective substitute for life's learning experiences. However, despite the fact that aging is inevitable, old age is not necessarily something that many American people look forward to as they grow up. Whatever the case or differences with regard to the old age, education and training are not always good substitutes for years of personal experience and intrinsic reflections.

It is evident that the pace of change in today's post-industrial organizational environment is increasing. These changes are dynamic and evolutionary, yet not always predictable. Such evolutionary and dynamic changes can include or be caused by the increase in mergers, downsizing, flattening of organizational structures, increased globalization of businesses, increased complexities dealing with cultural and gender differences, increased aging or longevity of the population, and an increase in the number of employees working past the retirement age. These changes have created added responsibilities for managers who now have a significantly more diverse generation of employees with varied cultural backgrounds. While managers attempt to juggle an overwhelming number of changes, priorities, and demands on their time, developmental activities for the aging workforce often have fallen to the bottom of the priority list, even though developing these

experienced employees has been found to be a key factor in maintaining an organization's strategic advantage, and thus such efforts are critical to developing a learning, and earning, organization (Mujtaba, 2010).

Diversity and Discrimination

Diversity in the workplace is becoming more and more common in today's society as most firms are becoming a melting pot of different cultures and ethnic backgrounds (Mujtaba, 2010). This global diversity is forcing companies to create a diverse workplace, and accordingly to have diversity training to promote a wide range of different cultures, yet without the participants being afraid of expressing their views or risk losing business unnecessarily (Cavico and Mujtaba, 2008). Therefore, companies will continue to conduct cultural awareness training that will create knowledge of the different cultures and the diverse generations of workers, and how the appreciation of these differences are an asset to the overall success of the company in the long-term. Greater awareness of diversity and cultural differences should provide time for personal reflection on how age is an important dimension of today's diverse workforce, as well as how aging is a normal part of human growth and development. Age should not be a predictor of each unique individual's level of knowledge, maturity, or capacity to perform at certain standards. Therefore, philosophically, age should not be a factor in employment practices. However, realistically and practically, age has become a major aspect of employment decisions in many modernized and developed countries.

Age discrimination and bias in the U.S. workplace and globally impact people of all races, colors, religions, and ethnicities. Such forms of discrimination, which can be highly unethical, are causing many managers a great deal of anxiety, and are also forcing many of them into court. One of the greatest fears of company officials and individual managers is the likelihood of either being sued for something they have done intentionally or unintentionally, or for something they should have considered doing but did not. It is no secret that age-related lawsuits are proliferating; and more recently age related claims have been on the rise due to layoffs, which, even though they may not target older workers, nonetheless may have an impermissible disparate impact on them. Juries, perhaps due to sympathy, often side with aggrieved employees, even if the evidence is flimsy. Because of these trends, companies and their managers are realizing the need to protect themselves by periodically reviewing workforce diversity and examining the workplace for latent signs of discrimination (Administration on Aging, 2001). One element of such discussions of discrimination based on age is to create awareness of this practice and to reduce the negative impact of stereotypes regarding older workers.

Being an effective manager and educator in a diverse environment requires expecting the same standards from all employees regardless of their race, gender, age, language, and general background. Managers should not evaluate workers differently because of their age, gender, nationality, or language, since such differences have a negative consequence as a result of the self-fulfilling prophecy. One of the needed skills for all managers is to acknowledge differences, and then actively incorporate each worker's experiences into the work environment and decision-making process. Recognizing and understanding these differences require managers who are aware of cultural and generational diversity issues. In order for managers and workers to be successful, they thus need to become culturally competent. According to Mujtaba (2010), *cultural competency* refers to the continuous learning process that enables one to function effectively in the context of cultural differences in the workforce. Today, there is a very diverse workforce population in terms of the employees' backgrounds, abilities, ages, languages, body sizes, geographic locations, cultures,

learning styles, cultural conditioning, etc. Diversity describes the many unique characteristics and qualities that make a person, employee, or student similar to or different from others (Mujtaba, 2010). Some of these characteristics might be apparent, such as skin color, hair color, body size, and general appearance. Yet other characteristics, such as age, ethnicity, disability, religion, financial status, values, cultural background, and many others may not be apparent based on first impressions. It is imperative, therefore, that one does not judge workers based on assumptions; and accordingly one must treat everyone fairly and equitably.

United States Anti-Discrimination Law

The Civil Rights Act of 1964 is the most important civil rights law in the United States. This statute prohibits discrimination by employers, labor organizations, and employment agencies on the basis of race, color, sex, religion, and national origin. Regarding employment, the scope of the statute is very broad, encompassing hiring, apprenticeships, promotion, training, transfer, compensation, and discharge, as well as any other terms or conditions and privileges of employment. The Act applies to both the private and public sectors, including state and local governments and their subdivisions, agencies, and departments. An employer subject to this Act is one who had 15 or more employees for each working day in each of 20 or more calendar weeks in the current or preceding calendar year. One of the principal purposes of the Act is to eliminate job discrimination in employment (Cavico and Mujtaba, 2008).

Discrimination, in employment or otherwise, can be direct and overt or indirect and inferential. Typically, there are two types or categories of employment discrimination claims against employers involving the hiring or promotion of employees. The first theory of recovery is called “disparate treatment” which involves an employer who intentionally treats applicants or employees less favorably than others based on one of the protected classes of color, race, sex, religion, or national origin. The discrimination against the employee is intentional and purposeful, and thus the employee needs to show evidence of the employer’s specific intent to discriminate. However, intent to discriminate can be inferred. So, for example, when the employee is a member of a protected class, such as a racial minority, and is qualified for a position or promotion, and is rejected by the employer while the position remains open, and the employer continues to seek applicants, then an initial or *prima facie* case of discrimination can be sustained (Cavico and Mujtaba, 2008).

The other legal avenue claimants may travel to prove their employment discrimination claims is called “disparate impact,” or at times “adverse impact.” This legal doctrine does not require proof of an employer’s intent to discriminate. Rather, “a superficially neutral employment policy, practice or standard may violate the (Civil Rights Act) if it has a disproportionate discriminatory impact on a protected class of employees. Such practice will be deemed illegal if it has a disproportionate discriminatory impact on a protected class and the employer cannot justify the practice out of business necessity” (Cavico and Mujtaba, 2008, p. 501). Age discrimination lawsuits can be based on either the disparate treatment or disparate impact theories.

The U.S. Age Discrimination in Employment Act of 1967

All managers working in the United States or for American companies must be aware of the Age Discrimination in Employment Act (ADEA). The purposes of ADEA is to promote employment of older persons based on their ability and not their age, to prohibit arbitrary age discrimination in employment, and to assist employers and employees to find methods to meet the

problems arising from the impact of age on employment. The law recognizes the grave problems resulting from age discrimination against older workers, particularly long-term unemployment, as well as the burden that age discrimination places on commerce and the free flow of goods and services. One important objective for the promulgation of the ADEA was the elimination of age discrimination against older job applicants. It was believed that the elimination of age discrimination in employment would reduce long-term unemployment of older workers, thereby diminishing poverty among the elderly.

The ADEA is a federal law which prohibits an employer from failing or refusing to hire a protected individual, or discharging an employee within the protected age category, or otherwise discriminating against such individuals, because of their age, in regard to compensation and the other terms and conditions of employment. The ADEA specifically makes it an illegal employment practice for an employer to refuse or fail to hire a person, or to discharge an employee, or to otherwise discriminate against any person with respect to compensation, terms, conditions, or privileges of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training, due to this person's age. Moreover, it is illegal for an employer to limit, segregate, or classify its employees in any way which would deprive a person of employment opportunities or otherwise adversely affect a person's status as an employee because of such person's age. The ADEA applies to employers that have twenty or more employees, including state and local governments and the federal government. The statute also applies to employment agencies and labor organizations. Job applicants are also protected by the statute. The ADEA covers hiring, termination, compensation, as well as other terms and conditions of employment. The statute extends protection to public as well as private sector employees; however, the employees or persons in order to be protected must be at least 40 years of age. There is no upper level age limit to the statute's coverage. In 1986, the U.S. Congress removed the upper age limit in the statute, which had been 70, almost entirely. Although the ADEA offers protection only to workers 40 years or older, it must be noted that a number of states in the United States, including Florida, Maine, Alaska, Maryland, and Mississippi, have their own employment discrimination laws that do not specify any age limit. The ADEA defines "employer" as a person involved in an industry affecting commerce with twenty or more employees for each working day in each of twenty or more calendar weeks in the current or a preceding calendar year. A "person" is defined as one or more individuals, a partnership, an association, a corporation, or a labor organization, among other entities and relationships. Pursuant to the ADEA, when discrimination is found and there is evidence that the employer has acted in a willful and intentional manner, the aggrieved employee may be awarded liquidated damages of double the salary he or she was deprived of due to the discrimination. Moreover, in some states, such as California and Ohio, plaintiff employees who prevail may potentially be awarded much more lucrative punitive damages if the employer acted in bad faith or in a malicious manner. The ADEA also applies to employment agencies and labor organizations. Note, however, that in 1996, the U.S. Congress amended the ADEA to permit public employers to discriminate on the basis of age in the hiring and mandatory retirement of law enforcement officers and firefighters.

In contrast to intentional age discrimination, covert discrimination exists against older employees, which seems to be subtler in nature, and human resource managers should be aware of such subtle forms of discrimination. Further research has revealed that unintentional code words often are used during the interview process, such as "we're looking for go-getters" and people who are "with-it" to describe desirable employees. Generally, buzzwords seem not to apply to people who are seasoned and experienced, just old. One noticeable buzzword that may be a pretextual code

word indicating age discrimination intent is “over-qualified”. According to a *U.S. News and World Report* article (Clark, 2003) titled “Judgment Day,” about two thirds of all U.S. companies use performance as at least one factor when deciding whom to lay-off during tough economic times. Many firms use the forced ranking system since executives like this process because it seems to be the fairest and easiest way to downsize. Unfortunately, older workers seem to get the worst of it as larger portions of them lose their jobs possibly due to biases and because they earn more income and earn more benefits compared to their younger counterparts. Segrave (2001) noted that consistently across the time period, and from country to country, age discrimination in employment clearly creates more difficulties, and begins earlier, for women than for men. Thus, companies and their managers are recognizing the need to periodically review workforce diversity and analyze the workplace for latent signs of discrimination and take corrective actions as necessary (Administration on Aging, 2001; Harvey and Allard, 2002).

Global Legal and Ethical Perspectives

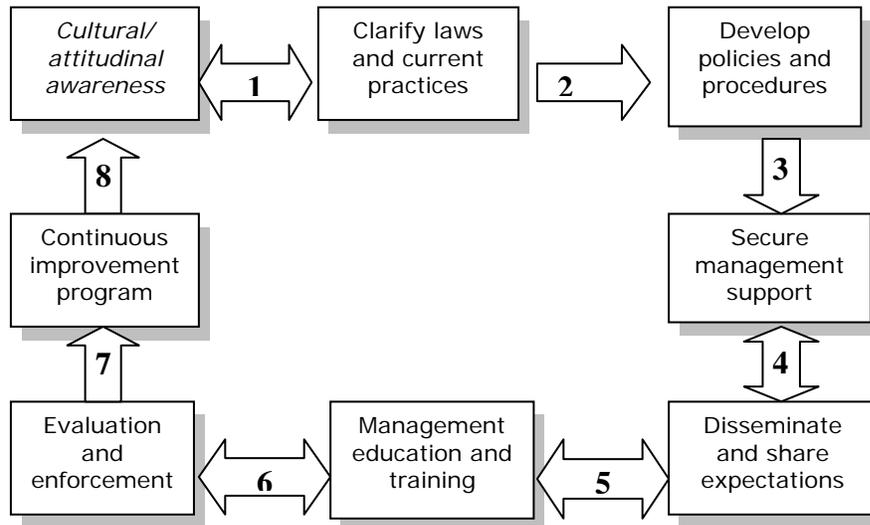
The globalization of the world’s economy has resulted in employers assigning increasingly larger numbers of employees to international assignments. One initial issue that results from such globalization is the responsibility of multinational companies that operate in the United States. The general rule of law in such a case is that U.S. civil rights laws apply to multinationals operating in the U.S. or its territories to the same extent as U.S. employers. Employees are covered regardless of their citizenship or work authorization. Employees who work in the U.S. are protected by U.S. law whether they work for a U.S or foreign employer. The exception arises when the foreign employer is covered by an international treaty, convention, or other agreement that limits the full applicability of U.S. anti-discrimination employment law, for example, by allowing the foreign company to prefer its nationals over others for certain positions. Another important, and more problematical, employment discrimination issue concerns the rights of workers who are employed by a U.S. employer or by a foreign employer in a workplace in a foreign country. The difficult issue is whether the extensive U.S. legal protections afforded to employees in the U.S. carry overseas. This legal question typically is regarded as an issue of the extra-territoriality of U.S. law. A U.S. company that is going global thus must be prepared to face the legal as well as practical implications of establishing operations overseas, in particular the challenging situation when a company finds itself torn between obeying U.S. law and complying with the law of the host country. An employer in the United States whether a domestic or an international one must be aware of U.S. anti-discrimination employment law, such the ADEA, as well as the extra-territorial application of U.S. civil rights laws. The class of protected people pursuant to U.S. law is very broad (Sherman, 2008), yet the global business person must also be concerned with other legal jurisdictions’ anti-discrimination law.

Guidelines for Legal and Ethical Practices in the Global Economy

Compared to people working within a country or culture, those who work on international levels have to deal with greater levels of change regarding employment practices because of legal, cultural, social, economical, and environmental differences that exist within and among people of various countries (Cavico and Mujtaba, 2008). These international business and non-business people must become aware of subtle differences and nuances in other people’s conversations, body gestures, sensitivities, table manners, business dealings, general contracts and agreements, gender

differences and perceptions, time management styles, attitudes, values, religious beliefs, and many others that might be more prominent in some cultures than others.

Figure 3 – Cultural Diversity Management Steps



Source: Mujtaba and Cavico (2010); *The Aging Workforce*, p. 187 (Modified)

In order to create awareness and a culture of fair employment practices, global leaders and managers should institute relevant policies and procedures to bring about appropriate cultural changes in the organization (Mujtaba and Cavico, 2006, p. 100). As presented in Figure 3, modern managers can apply the following steps to better manage various organizational-relevant cultural diversity dimensions and, therefore, to avoid, eliminate, and end age discrimination (Mujtaba and Cavico, 2006, p. 101).

1. Understand the culture and cultural attitudes towards age discrimination.
2. Clarify cultural, national, and international laws applicable to employment practices in the organization. Measure current organizational practices against such norms.
3. Develop policies and implement procedures appropriate to the organizational values in order to comply with cultural and legal norms.
4. Elicit support from senior management.
5. Disseminate organizational policies and communicate expectations to all managers and employers.
6. Educate and train all managers in fair hiring, developing, promoting, disciplining, and retaining of experienced employees.
7. Consistently monitor the program and enforce policies.
8. Improve the program, policies, and procedures with regard fair employment practices.

Global leadership plays a significant role in international business. It is important to have highly skilled leaders in an organization to direct, encourage, and train employees. Since global leaders work with people throughout the world, they need to be aware of the cultural differences and aging attitudes. Using the same business style as the parent company in another nation might not be a successful method to conduct business. Global leaders must ensure that the global organization is operating smoothly and all the subsidiaries are being treated equally. To develop more global leaders, current leaders need to provide adequate training for the new leaders. The best methodology in developing global leaders is providing more exposure to the international arena of the organization, and offering training from other experienced global leaders in the company (Mujtaba, 2010; Mujtaba and Cavico, 2006).

Implications

Global managers need to concern themselves with the people side of the business since culture is a dominant factor in successfully dealing with people across organizational terrains. They need to be cognizant of prevailing cultural differences to avoid or effectively deal with culture shock upon arrival and departure. Some examples of issues to be considered when relocating to another country include family issues, health care issues, education of children and family members, taxes, living quarters, salary, cost of living equity, transportation, local laws, etc. Besides culture, a country's political and economical consideration further complicates the equation for international human resources managers. Cross-cultural training is a mandatory activity for all employees involved in international business (Mujtaba, 2010). For expatriates, it is also critical to train the immediate family members and relatives. Otherwise, failure could come not only from the economic activities, but also from political, marketing, interpersonal, and cultural differences. With the convergence of a global workplace, there is a need to ensure that people are not discriminated against nationally as well as internationally based on age or other factors. So, to ensure continuity throughout the company, Mujtaba (2010) recommends that everyone should be required to attend legal, cultural, diversity competency, and sensitivity training. These types of training involve understanding different laws and cultures and how people of different countries act in various situations, including interacting with other people. Age discrimination can be a serious problem for both organizations and individuals, but with legal and cultural awareness and training, age and other harmful forms of discrimination will be reduced and eventually eliminated, and all people will be treated as worthwhile individuals with dignity and respect.

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English Abstract

International Age Discrimination

Management Challenges and Opportunities

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Abstract

Many challenges confront older workers who remain employed or who seek to reenter the job market. One challenge is age discrimination in employment. The purpose of this practical article, therefore, is to examine the important and challenging topic of the aging workforce and particularly age discrimination in employment in a variety of global contexts – legal, cultural, ethical, managerial, and practical. Important goals of the authors are to help employers avoid age discrimination lawsuits as well as to provide appropriate recommendations to employers to help them deal with the challenges of attracting, hiring, retaining, and developing older workers in the workforce in a value-maximizing manner for all the organization's stakeholders. The authors examine age discrimination in the global work environment and convey its deleterious consequences and international and managerial implications. Furthermore, suggestions for discrimination awareness and cultural sensitivity training are provided.

Keywords: Age discrimination, global work environment, cultural sensitivity, global workforce, generational differences, ADEA, anti-discrimination law.

French Abstract*

International Age Discrimination: Management Challenges and Opportunities

Discrimination selon l'âge: Défis et opportunités pour le management

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Résumé

Les salariés âgés, employés ou qui cherchent à rentrer sur le marché du travail, sont confrontés à de nombreux défis, dont la discrimination en raison de leur âge lors de l'embauche. Le but de cet article, à orientation professionnelle, est d'examiner le sujet de la main d'œuvre vieillissante, dont en particulier la question de la discrimination d'âge lors l'embauche dans des contextes légaux, culturels, moraux, managériaux et professionnels variés. Les auteurs poursuivent l'objectif de fournir des conseils aux employeurs pour qu'ils évitent des procès de discrimination. Les auteurs donnent des conseils aux employeurs pour faire face aux défis d'attirer, d'embaucher, de retenir et de développer les compétences des salariés âgés de manière à optimiser la valeur pour l'ensemble des parties prenantes de l'organisation. Les auteurs examinent la discrimination d'âge dans l'environnement global de l'entreprise et avertissent pour ses conséquences délétères et les implications managériales. En outre, des suggestions pour une prise de conscience de l'existence de cette discrimination et pour le développement des formations de sensibilisation culturelle sont fournies.

Mots-clés : discrimination d'âge, emploi, optimisation de valeur, environnement global professionnel, sensibilité culturelle, parties prenantes de l'organisation, main d'œuvre globale, différences générationnelles, loi d'anti-discrimination.

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Spanish Abstract*

International Age Discrimination: Management Challenges and Opportunities

Discriminación Internacional por Razón de Edad: Retos y Oportunidades para la Gestión

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Resumen

Los trabajadores mayores se enfrentan a muchos retos, tanto para continuar empleados, como para volver a incorporarse al mercado laboral. Uno de estos retos es la discriminación por edad. El propósito de este artículo de carácter práctico es examinar el relevante y desafiante tema del envejecimiento de la mano de obra y, en particular de la discriminación por edad en el empleo en una variedad de contextos globales - legales, culturales, éticos, directivos y prácticos. Los objetivos principales de los autores son ayudar a los empleadores a evitar las demandas de discriminación por edad, así como proporcionarles recomendaciones pertinentes para afrontar los retos de atraer, contratar, retener y desarrollar profesionalmente a los trabajadores de más edad de manera que se maximice su valor para todas las partes implicadas en organización. Los autores examinan la discriminación por edad en el entorno de trabajo global y transmiten sus consecuencias perjudiciales, así como las implicaciones de gestión internacionales. Adicionalmente, se sugieren soluciones para la concienciación de la discriminación por edad y para la formación en materia de sensibilidad cultural.

Palabras clave: edad, discriminación, empleo, maximizar valor, entorno de trabajo globalizado, sensibilidad cultural, mano de obra global, diferencias generacionales, discriminación por edad, ley anti discriminación.

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German Abstract*

International Age Discrimination: Management Challenges and Opportunities

Internationale Altersdiskriminierung: Herausforderungen und Chancen für das Management

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Zusammenfassung

Ältere Mitarbeiter und Mitarbeiterinnen werden vor viele Herausforderungen gestellt, wenn sie ihre Arbeit behalten wollen oder als älterer Mensch wieder ins Berufsleben einsteigen wollen. Als eine dieser Herausforderungen gilt die Altersdiskriminierung. Ziel dieses Beitrags ist daher zu untersuchen, mit welchen Formen und Arten der Altersdiskriminierung ältere Menschen heute im Berufsleben konfrontiert werden. Dies geschieht vor einem globalen Kontext wie der Untersuchung von Rechtssystemen, der Kultur, Ethik, Managementsystemen etc. Eine Fragestellung der Autoren lautet, wie ältere Arbeitnehmer Altersdiskriminierung identifizieren und erfolgreich umgehen können. Eine andere Frage lautet, wie Arbeitgeber auf Altersdiskriminierung reagieren können. Hierauf aufbauend formulieren sie Handlungsanweisungen, die eine Steigerung der Wahrnehmung für Altersdiskriminierung auf der einen Seite und Möglichkeiten für ein Sensibilitätstraining auf der anderen Seite aufzeigen.

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Italian Abstract*

International Age Discrimination: Management Challenges and Opportunities

Discriminazione di età a livello internazionale:

Sfide e opportunità di gestione

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Abstract

I lavoratori con considerevole esperienza si confrontano con molte sfide nel cercare di mantenere il loro impiego o di entrare di nuovo nel mercato del lavoro. Una di queste sfide riguarda la discriminazione relativa all'età. Lo scopo di questo studio pratico, quindi, è quello di esaminare l'importante e complesso tema di una forza lavoro che invecchia e in particolare la discriminazione di età in ambiti lavorativi su vari aspetti globali - legali, culturali, etici, gestionali e pratici. Gli autori si pongono l'obiettivo di aiutare i datori di lavoro ad evitare cause per discriminazioni di età e al tempo stesso fornire le appropriate raccomandazioni per gestire al meglio le sfide di attirare, assumere, tenere sul posto di lavoro e sviluppare il potenziale di lavoratori esperti in modo da apportare valore a tutti gli stakeholders. Gli autori esaminano la discriminazione di età in un ambito lavorativo globale e sottolineano le sue conseguenze negative unite alle relative implicazioni internazionali e manageriali. In aggiunta a questo, gli autori forniscono consigli in merito a temi di consapevolezza sulla discriminazione e spunti formativi alla sensibilità culturale.

Parole chiave: discriminazione di età, impiego, massimizzazione del valore creato, ambienti di lavoro globali, sensibilità culturale, stakeholder aziendali, forza lavoro globale, differenze generazionali, Legge sulla discriminazione d'età (ADEA), leggi di anti discriminazione.

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Arabic Abstract*

International Age Discrimination: Management Challenges and Opportunities

التمييز العمري عالميا:

فرص وتحديات ادارية

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خلاصة

هناك عدة تحديات تواجه كبار السن من العاملين الذين يواصلون اداء اعمالهم ووظائفهم او الذين يبحثون عن فرص عمل جديدة لدخول سوق العمل مرة اخرى . إن اهم هذه التحديات هو التمييز على أساس العمر في التوظيف. الغرض الرئيسي من هذه المقالة العملية هو اختيار اهم المواضيع وأكثرها تحديا بالنسبة للقوى العاملة المتقدمة بالسن وخاصة التمييز العمري في التوظيف وذلك في العديد من المجالات العالمية، القانونية منها والثقافية والاخلاقية والادارية والعملية. إن من اهم الغايات التي يطمح لها الكاتب هو مساعدة أصحاب العمل والمشغلين في تفادي الدعاوى القضائية المتعلقة بالتمييز العمري إضافة إلى تقديم توصية مناسبة لهم لمساعدتهم في كيفية التعامل مع التحديات التي ستواجههم في جذب, توظيف, استبقاء, وتطوير العاملين من كبار السن وذلك عن طريق تعظيم القيمة لجميع اصحاب المصلحة في المنظمة. كما يقوم الكاتب باختبار التمييز العمري في بيئة العمل عالميا ونقل عواقبها المؤذية وأثارها الإدارية العالمية. كما تم طرح إقتراحات للتوعية من التمييز وتقديم تدريب عن عدم الاستقرار الثقافي.

التمييز العمري؛ العمالة(التوظيف)؛ تعظيم القيمة؛ بيئة العمل العالمية؛ عدم الإستقرار الثقافي؛ اصحاب : الكلمات الرئيسية
المصلحة في المنظمة؛ القوى العاملة عالميا؛ الاختلافات بين الاجيال؛ التمييز العمري في قانون العمل؛ قانون مكافحة التمييز.

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