

Impact of Ageism Multigenerational Workforce Dynamics: Online Field Study

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Abstract

As the workforce ages, alongside rapid technological progress, it's essential to embrace age diversity. However, generational differences can create tensions and lead to age group allegiances. Despite older workers' valuable expertise, workforce plans often overlook them due to perceived declines in performance. We focus on identifying factors that intensify ageist behavior and offer strategies to mitigate it, ensuring better engagement across all age groups. Using the Researchify platform, we collected self-reported data from 934 professionals to assess how ageism and management's uncertainty affect team dynamics. SPSS analysis showed that increased management uncertainty exacerbates ageist practices against senior workers. Drawing on cognitive dissonance and social learning theories, we developed a typology predicting behavioral outcomes based on levels of ageism and management uncertainty. Our findings emphasize management's role in either reducing or aggravating intergenerational tensions.

Keywords: Workforce aging, Age Diversity, Intergenerational tension, Team Dynamics