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# Negative Impact of Ageism on Workplace Culture

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## ABSTRACT

**Purpose:** *The purpose of the paper is to understand the negative impact of ageism on workplace culture.*

**Research Implications:** *The paper studies the understating of negative impact of ageism and ways to combat ageism at work place culture. The research also consists of legal actions related to ageism at workplace.*

**Findings:** *For everything that is understood, ageism toward older citizens might be as pervasive as previously thought. Studies in this area ought to fill these data holes by looking at people of all ages. Much of the time young people have coworkers as targets of ageism Also, middle-aged and older adults recorded age discrimination; when buying and getting their necessities as well. Different people commit ageist prejudices" Ageism was encountered no matter who one's age. The research results add layers to our perception of ageism by considering different levels, regions, genders, and forms of prejudice. It is suggested that multiple treatments may be required that apply to people from various ages. More people are ageing across the globe, and this is expected to continue for decades to be the case. Due to the ageing population, the workplace is getting increasingly ethnic, which affects age groups. A lack of diversity of age has the potential to contribute to prejudice against older citizens. Rising age prejudice and the number of age-related jobs allegations are often demonstrate ageism.*

**Originality/Value:** *The paper presents about negative impact of ageism on workplace culture. The study is based on secondary data of research papers, articles, books, etc. It is not based on primary research.*

**Keywords:** *Ageism, Discrimination, Emotional Disturbance, Negative, Workplace, Young Employees, Old Employees.*

## I. INTRODUCTION

Discrimination has emerged as a controversial problem in our culture, one that is gradually

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being revealed and combated. This is because most prejudice is a widespread problem. According to a Glassdoor survey, 61% of US workers have either encountered or observed workplace discrimination. Whereas ageism is more entrenched than other types of prejudice, it's both a person and a societal issue. As proof of ageism, the European Youth Platform tackles these three topics. All believes that the young ought to get a job earlier so that they can establish themselves on the labor market. Although this can seem to be a natural supposition, it may have devastating consequences on their capacity to be self-reliant and self-sufficient. When we think about injustice, the words bigotry and misogyny always come to mind first. However, there is another, less well-known type of prejudice: ageism. Age discrimination does not attract the same amount of publicity as discrimination or bigotry, but it is almost as negative.

Ageism involves generalizations or negative age bias toward someone or a community because of their age. The refusal to look at situations with new eyes, as well as being closed to new information If there is pervasive ageism in the fundamental presumption is that older people are less capable, educated, and qualified. Ageism is rooted in the societal structure of modern America. According to Robert Butler's 1968 description, ageism is the "systematic stereotyping as well as bigotry toward aged people on the basis of their age, much as prejudice and sexism did for skin color and gender." Ageism is ubiquitous and visible in all sectors of society, including the community, hospitals, schooling, and advertisement. There are few older heroes on film. Supermodels in their forties and fifties are scarce, and ads are devoid of aged faces. For elderly patients, the medical community has its own stereotyped terms, such as "get out of my emergency department."<sup>2</sup>

The workplace is the most exacting environment in society: It mirrors the wider culture as well as a miniature mirror. While age adversely affects employment and business decision, age bias is in reality. Ageism has been delineated in print as four forms. The problem with subjective ageism is that it is biased against senior citizens. Sometimes people over 70 don't appreciate the complexity in devising treatments for their own health issues, so it is unjust to assume an older patient cannot take part in treatments for his or her health that may be suitable for a younger one in his or her similar stage of life. Developed laws, missions, or ageism, have the unfortunate side effect of excluding older people from taking part. It is mandatory for all civil servants to resign at a certain age. Intentional ageism is prejudice toward older persons, which includes beliefs, laws, and/or policies implemented/adhered to with the understanding that they are discriminatory against people. The exact opposite, ageism is generally occurs without the

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<sup>2</sup>Dennis, H., & Thomas, K. (2007). Ageism in the Workplace. *Generations: Journal of the American Society on Aging*, 31(1), 84-89. doi:10.2307/26555516

perpetrator knowing it.<sup>3</sup>

### **(A) Research Objectives**

- To understand ageism faced at workplace by old employees as well as youths.
- To scrutinize negative impact of ageism at work place culture.
- To investigate about the legal actions taken related to ageism at workplace.
- To analyze ways to combat and deal with ageism at workplace

### **(B) Hypothesis**

- H0- There is no negative impact of ageism on workplace culture.
- H1- There is negative impact of ageism on workplace culture.

### **(C) Review of Literature**

1. Ageism is prejudice against people on basis of their age. There are several ways to manifest ageism in the workplace. It is common for ageism to go mostly unnoticed in the labor sector, which impacts older adults in significant ways. When we mature, our families are all impacted, it is necessary to know about ageism, and how it interferes with our daily lives. The workplace impacts small to medium-sized companies as well.

2. The three aspects of workplace ageism combine to create an age-based prejudice at the workplace. Stereotypes of age are correlated with cognitive bias, and biases against older people stem from emotional and behavioral issues. Age-related assumptions are prevalent, and evidence shows that they affect choices in the workplace.

3. Ageism, as a factor, results in lower appraisals and in penalties for poor output being more serious. Age inequality has shown that older people are less likely to get new jobs, less able to increase their qualifications, and less likely to advance their professions as a result. Most of the literature on ageism has concentrated on older employees, experienced adults, but there are additional issues that may arise with younger people in the workplace. Nonetheless, there has been enough proof that occupational ageism has wide-ranging effects on all three populations, but on particularly on families, communities, individuals, and organizations/entities, and culture.<sup>4</sup>

4. On the fact that ageism, especially discrimination against older people, is prevalent There are several studies which show that the majority of people hold a favorable opinion of individuals to be against the elderly are less ageist than those who are younger. The numbers

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<sup>3</sup> <https://cultivatedculture.com/ageism-in-the-workplace/>

<sup>4</sup> Cadiz, D., Pytlovany, A., & Truxillo, D. (2017, March 29). Ageism in the Workplace. Oxford Research Encyclopedia of Psychology.

of older persons in society have risen along with the amount of age-discrimination cases necessitate further investigation.<sup>5</sup>

5. A peculiar persistence of ageist stereotype is evident in the fact that people don't become more entrenched in their thinking as they age, particularly given that this documentation. The study by personnel analysts shows that the (as well as age) not being a significant (negative) for all activities has shown in the workplace is According to the survey, people with increased efficiency was shown to have age-related preferences for working in occupations and non-occupational activities. However, the supervisory scores were less likely to be positive because of other than professionals have an increased chance of being biased towards hiring individuals in these roles.<sup>6</sup>

6. The more frequently middle-aged individuals perceive ageism, the better they are able to deal with the One of the factors why the writers found is why younger workers have stereotypes is because they feel they're robbed of money and other perks is that they've been with the company longer and haven't received financial benefits as well. Additionally, according to the writers, younger workers have a pessimistic view of their fellow peers since they feel that the older ones reject their generation and behave differently. This other way of saying is: If a young individual shows behaviour considered as unacceptable by a long-living members of the community, the consequence is that an attempt is made to exclude that person from participation and neglect that person in the group activities as a couple of their generation.<sup>7</sup>

7. Stereotype and prejudice that is associated with their age, yet older people experienced it even more than younger adults did. The anticipated aspects of ageism matched the levels of bias that young people face throughout the most situations, with just somewhat larger discrepancies throughout other arenas, like the workplace, but age discrimination in acquiring discrimination being widespread in the middle-aged and older adult ranges.

8. Retirement seemed to follow established trends in relationships with respect to how people react to age, as it did to other types of life change (retirement) whereas these responses didn't relate to current thoughts or opinions of those involved One possible reason why family-specific ageism could be more prominent than societal ageism is that people understand and accept it differently in each family. Many elderly men in our society seem to act as though they

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<sup>5</sup> Rupp, D. E., Vodanovich, S. J., & Credé, M. (2005). The multidimensional nature of ageism: Construct validity and group differences. *The Journal of social psychology*, 145(3), 335-362.

<sup>6</sup> Waldman, D. A., & Avolio, B. J. (1986). A meta-analysis of age differences in job performance. *Journal of applied psychology*, 71(1), 33.

<sup>7</sup> Ilişanu, G., & Andrei, V. (2018). Age stereotypes and ageism at the workplace-# ageisjustanumber. *Journal of Comparative Research in Anthropology & Sociology*, 9(2).

think of their age as nothing other than a gender barrier to older women, less mature women as a valid reason to not wanting to get married, according to a lot of evidence presented in the experts and commentators.<sup>8</sup>

**9.** The study demonstrates that the abilities of older workers decline but the researchers contend that there is no psychological proof of support for this idea. Disagrees with this, claiming that these tests show the opposite. It's possible for an employee to become skilled, however takes longer to develop expertise. That seems to be correct, considering the reality that expertise builds with time, so thus, people who have spent more time with the company have more experience to bank than newcomers.<sup>9</sup>

**10.** Employers or coworkers acted condescendingly with employees, who, thinking they were slow learners, thought the workers might have a problem learning the latest processes or technologies because of their age. Any participants said they feel as though they had less of a chance to receive promotional or educational resources than their younger counterparts.<sup>10</sup>

**11.** Ageism will soon be overcome. There is little doubt, patterns can be seen. However, these patterns could work against each other, thereby making it difficult to ascertain if ageism would grow or shrink over time. Moreover, with greater resilience and need, it would likely have a the number of older citizens in the American population. Retiree's transition in a new generation, maturity comes new respect for age. Conversely, older, more costly cuts have contributed to significant cutbacks in the workforce. Consequently, the population is youthful. Older staffs are excused as long as they accept their limitations. More ageism may result from this. At this stage, the patterns don't have a net impact yet.<sup>11</sup>

**12.** Even in the workplace, there are exceptions. As the fastest-growing industries are the ones that require employees of all ages and research shows those diverse teams are more creative, productive. It's a crucial that managers and workers realize there is value in bringing on different age groups to the table. Generally speaking, managers view older workers as more conscientious, eager to learn, stable and adaptable with new technology. We should exercise caution against falling prey to stereotypes, however, many workers in their sixties or seventies may not be technologically proficient, while others in their twenties and early thirties are.<sup>12</sup>

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<sup>8</sup> Chasteen, A. L., Horhota, M., & Crumley-Branyon, J. J. (2020). Overlooked and underestimated: experiences of ageism in young, middle-aged, and older adults. *The Journals of Gerontology: Series B*.

<sup>9</sup> Ilişanu, G., & Andrei, V. (2018). Age stereotypes and ageism at the workplace-# ageisjustanumber. *Journal of Comparative Research in Anthropology & Sociology*, 9(2).

<sup>10</sup> Palmore, E. (1999). Ageism: Negative and positive.

<sup>11</sup> Rosalind, C. B. (2005). Ageism and sexism in the workplace. *Generations*, 29(3), 25-30. Retrieved from <https://ezproxy.svkm.ac.in:2099/scholarly-journals/ageism-sexism-workplace/docview/212224590/se-2?accountid=32277>

<sup>12</sup> Sherman, T. (2020, June 29). How to deal with ageism without alienating yourself. Retrieved, from <https://theriveter.co/voice/how-to-deal-with-ageism-in-the-workplace/>

**13.** There have been a lot of efforts to decrease ageism in the workplace in recent years. Age discrimination that has been studied in this paper is associated with occupational programs that focus on the productivity of older workers, and getting more out of them, as well as programs that help increase the productivity and overall efficiency for the population at work, like the authors mentioned previously mentioned. Few popular examples include: <sup>13</sup>

- The current approach includes strategies for increased age-appropriate encouragement and often assists the elderly in receiving a promotion.
- They ensure that family obligations do not interfere with employment by offering shift assignments that better suit the interests of ageing workers, allowing workers to spread their schedules out, minimizing family loss of income during shifts, and taking care of elderly family matters during the day so they are not burdened with extra responsibility.
- Have an organizational pledge in writing that takes into account the same consideration both of the old and the new workers
- Employee social support; encouraging and promoting cooperation and coordination with coworkers and/with managers
- Making a substantial amount of career advancement and keeping a high degree of job dedication is possible only if there is sufficient financial compensation for older workers who have completed a level of their careers
- The older workers' ideas are given value by being encouraged and given recognition for their wisdom and skills are also given equal weight.

## II. SIGNIFICANCE

Viewing and treating others differently regardless of their age is ageism. Anyone at any age will encounter ageism and more study is required to determine how badly it impacts younger people. However, at present, in line with the present paper, most ageism literature focuses on how it impacts older people, and its likely lasting and serious implications for older people. Applying derogatory expectations (attributing negative characteristics) of older persons adds to both negative emotions (prejudice) and behavior (discrimination) against them. <sup>14</sup>

Together, age perceptions, racism, and bigotry make up the various components of ageism, or the devaluing and stigmatization of a person depending on their participation of a certain age category. From older people: Many theories have been advanced to explain the perceptions of

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<sup>13</sup> Ilişanu, G., & Andrei, V. (2018). Age stereotypes and ageism at the workplace - #ageisjustanumber. *Journal of Comparative Research in Anthropology and Sociology*, 9(2), 23-33.

<sup>14</sup> King, S. P., & Bryant, F. B. (2017). The Workplace Intergenerational Climate Scale (WICS): A self-report instrument measuring ageism in the workplace. *Journal of Organizational Behavior*, 38(1), 124-151.

ageism aimed towards them, and for others in their senior years. For example, broadly economic and sociological theories frequently invoke significant historical events that led culture to change in ageist ways.<sup>15</sup>

One interpretation, modernization theory, argues that industrialized capitalist societies have impoverished older people through involuntary retirement and idleness, culminating in a lowering of their economic and social status and adoption of expectations that older people are unproductive and contributing less to society. There are also some neurological theories for why ageism happens. For example, self-categorization theory might conclude that age-based stereotyping and differentiation represents a socially “sensible” usage of age group distinctions to coordinate assumptions about who does and does not share one’s own views, desires, and identification. This includes the tendency to see older people as a homogenous group. Social identification theory also argues that younger people are driven to achieve positive distinctiveness from older out-groups by asserting elevated rank and more valued traits for younger people. Intergroup vulnerability theory argues that older individuals are thought to pose a threat to society by being a drain on health care and welfare services.<sup>16</sup>

Alternatively, terror management theory argues that age stereotypes emerge out of a fear of our own mortality. Manifestations of ageism in a given sense are likely to illustrate the specific stereotypes and perceptions about older people and the aging process. Prejudices are as to whether there are positive (gains) and negative (losses) aspects to becoming older. According to most common beliefs, physical and mental faculties go downhill with advancing age those commonly held views of society are that older people are less creative, that they are burdensome to their families, lonely, don't have sexual vigor, and isolated.

Older people, in contrast to previous negative stereotypes, are described as wise, well-meaning, considerate, devoted, and dependable. Perceptions of age and maturity are often vary greatly depending on the social background it is discovered eight contexts in old age that favor and defame older people, as well as 8 impacts and losses on them. For example, older people were seen in a more positive light in terms of family and partnership, religion, at work, and in the workplace, while young people viewed them in more negative terms with regard to friends and their time commitment, and were disapproved of with regards to physical health and mental well-being. Older adults are less competent in many settings, but they seem more approachable

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<sup>15</sup> Macdonald, J. L., & Levy, S. R. (2016). Ageism in the workplace: The role of psychosocial factors in predicting job satisfaction, commitment, and engagement. *Journal of Social Issues*, 72(1), 169-190.

<sup>16</sup> Powell, M. (2010). Ageism and abuse in the workplace: A new frontier. *Journal of Gerontological Social Work*, 53(7), 654-658.



(positive), too (positive). In general, this diverse blend of stereotypes, such as elderly women as helpless and poor, lead to patronizing and paternalistic feelings toward old people. This study's findings support the theory that mixed stereotypes about older adults are commonplace. Paternalism has arisen due to the juxtaposition of both positive and negative characteristics, which are particularly damaging. Nevertheless, such attitudes may fuel ageism. Because ageism is something that is subtle, legislation is difficult to enforce.<sup>17</sup>

It is difficult to prevent those who wish to assist the elderly from doing more harm than good or using condescending language when legislating. The occurrence of this phenomenon can be observed from the data in the Euro barometer Poll (Fourth Wave of the European Social Surveys), which included a module on attitudes toward age. The countries surveyed in the in the European Study of Segregation and Integration (ESS) revealed a much higher amount of discrimination against the elderly (34%) compared to those who experienced it because of their race (24%) or their ethnicity (32% of the total respondents) (16 percent ). Ageism is less likely to take a more often the form of being undervalued, as opposed to being insulted or abused in the ESS countries. The newly created "Ambivalent Ageism Scale" is discriminatory in that it represents the benevolent and violent aspects of ageism. The practical use of the Ambivalent 200 In the article by Cary they examined the correlation between prejudiced and benign views of older adults on the various scales of competence and warmth. The research, which was conducted by Mechanical Turk (which required participants to be aged 18 to 57 with a mean of 25 years in order to participate), discovered that age hostility (i.e., belief that older people are a health care system and economy burden) was correlated with assessments of an older population has limited competence and comfort, whereas age benevolence (or gratitude) was not. And those who perceived older adults as less capable often seemed to be characterized as being high in ageist attitudes. Low ageism seems to see older people as wet, but could be full of incompetence, which results in older workers being seen as approachable.<sup>18</sup>

### III. AGIESM IN YOUTH

Employers who discriminate against workers will create a very negative atmosphere for the rest of the workforce. When a non-age appropriate discriminatory action is taken against you, it could exclude you from having successful and/economically viable partnerships, so it may cost your small company some and, or put you at risk of litigation as well. You might even find yourself discriminated against if you are denied jobs, or if you're fired for no reason other than

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<sup>17</sup> Apriceno, M., Lytle, A., Monahan, C., Macdonald, J., & Levy, S. R. (2020). Prioritizing Health Care and Employment Resources During COVID-19: Roles of Benevolent and Hostile Ageism. *The Gerontologist*.

<sup>18</sup> Abrams, D., Swift, H., & Mahmood, L. (2016). Prejudice and Unlawful Behaviour. *Equality and Human Rights*.

your age, or whether you're treated worse than others who are younger. While age discrimination is less widespread, it may be against workers who are relatively new to the workforce.<sup>19</sup>

Ageism is a more difficult concept to see than other types of prejudice since it often operates on an individual basis. The European Youth Forum points out the need for getting employed, a realization of social security, and involvement in politics when you're no longer young as a testament to ageism!

In regards to work, many people believe that the idea that youth will provide an inexpensive labor for a short period of time is omnipresent. This can seem to be a sound decision, but it may have dire consequences for adolescents' autonomy and independent living. Rather than helping young people achieve meaningful work experience, providing the ability for young people to get a foot in the door of a profession is usually accepted as justifiable for actions that don't earn more money such as keeping their minimum wage down. Potentially, the youth minimum wage discriminates against those who have jobs of fair value.<sup>20</sup>

It is seen as incentives to encourage unpaid internships as well, which aren't available to anyone who can't have the financial resources necessary to carry out such an internship. Young people are increasingly involved in nonstandard employment with regards to wages, lack of job security, and the absence of basic rights, if any, as they can be found. Jobs are being valued according to their ability to quantity rather than consistency is creating a sprint to the bottom as it comes to workers' conditions and standards.

You are blocked from social security whether you are too old or too young. In certain nations, the age of majority is a requirement for minimum wage programs whereas duration of service determines when to qualify for unemployment insurance.

Exclusion has long-term repercussions. The more an individual is out of work, the lower their estimated annual salary, retirement income would be.

Youths are sometimes perceived as immature or unwilling to participate in democratic processes, thus affecting decisions that have a direct impact on their well-being. Less than 2% of Members of the European Parliament, as well as most national legislatures in Europe, are young.

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<sup>19</sup> Donizzetti, A. R. (2019). Ageism in an aging society: The role of knowledge, anxiety about aging, and stereotypes in young people and adults. *International journal of environmental research and public health*, 16(8), 1329.

<sup>20</sup> Bodner, E. (2009). On the origins of ageism among older and younger adults. *International Psychogeriatrics*, 21(6), 1003.

In certain European countries, but not all, individuals must be 18 years old to vote, with the notable differences being: the 16-year-old right to vote in Austria and the 17-year-old in Greece. While becoming adults of age, it is difficult for 18-year-olds to compete for high political office, such as the Senate or Presidency. Underlying reasons to much of ageism is the fact that age is one of the main obstacles to access. There can be a dramatic effect on other aspects of your life when difficulties reinforce and magnify difficulties. Working conditions and a lack of wages will make seeking an inexpensive home challenging. In today's world, getting a foot in the rental sector is more difficult than it was in the past.<sup>21</sup>

#### IV. AGESIM IN OLD AGE EMPLOYEES

Paradoxically, the solution to the problem of ageing well in a creative profession creates a demand for a series of “rosinher-like” how-to books. For the elderly, the challenge is “the procrustean consequences of ageing unsuccessful people,” which need to be accessed via a limited range of different means. Disabled or elderly people are denied dignity when success is marked as either as a failure or a step on the path to old age, especially when older women's life spans are concerned.<sup>22</sup> People who fear dependency have replaced their generalized fear of ageing with a new ageism, which makes them more fearful of an individual's specific fears about disability. However, ageist attitudes may also be advantageous to older people's interests. Tidying up older people up past misfortunes is a good argument for new sociopolitical interventions.<sup>23</sup> Our misconceptions serve the purpose of getting us to the goals we seek. Many people came to accept that the view that older people don't deserve to be taken advantage of or victimized because that stereotype was frequently used in the media. Most people who rely on the government benefits system are limited, have limitations, and are dependent on the system. However positive or negative the notions of dependence on the aged were, the discourse of “self-responsibility” eventually asserted that all elderly people needed assistance to show that they had deserved it. These statements helped to popularize the preexisting homogeny, fear, confusion, and disorientation that many old people felt because of the complexities of the Aged Care Act of 1997. One of the ways in which the older person received widespread public sympathy and legitimacy was through the discourse on their frailty, which could be called stereotypic Concerns fear being an important to its application resulted in the deletion of a

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<sup>21</sup> Slevin, O. Ď. (1991). Ageist attitudes among young adults: implications for a caring profession. *Journal of advanced nursing*, 16(10), 1197-1205.

<sup>22</sup> Scheidt, R. J., Humpherys, D. R., & Yorgason, J. B. (1999). Successful aging: What's not to like?. *Journal of Applied Gerontology*, 18(3), 277-282.

<sup>23</sup> Angus, J., & Reeve, P. (2006). Ageism: A threat to “aging well” in the 21st century. *Journal of Applied Gerontology*, 25(2), 137-152.

significant section of the Aged Care Act in 1997 numerous strategies against ageing. This study claims that "resistance and old age" has widespread support in the U.S.<sup>24</sup> Wang also noted that senior advocacy groups are subject to negative criticism based on the notion that they can be destructive of neighborhoods. Seniors are different from the rest of the population in their approach to politics: they rarely employ constructive methods, instead favoring low-key and non-disruptive strategies. The public has the perception that the older person is subservient to the needy elders and a legitimate demand for assistance would give legitimacy to the claims of the elderly, which is something younger people try to avoid" Assumptions about the elderly people make about the elderly are typically beneficial for them.<sup>25</sup> Aging has an effect on the marginalization of elderly people Prejudice or stereotypes about age can undermine the traditional importance of self-reliance for older adults. In certain stressful conditions, this feels like pathological denial of assistance. Elderly people who rejected the company or the help of other elderly persons in their community were found to be free of the threat of institutionalization in-home care. Resistance was read as "deterioration in the effort to live by one's own principles, and thus we concluded social death." She noticed San Francisco was marked by attitudes similar to her father's. There was a well-founded fear of being financially, physically, or emotionally dependent. It didn't seem as though she was convinced of being close to being enslaved. The lasting impact of stereotypes that have dominated social practice since the twentieth century has on older people's perceptions, attitudes, attitudes, and language.<sup>26</sup>As a result, the existence of colonial beliefs about health has become intertwined with concepts of the appropriate manner of attaining a long life is very closely linked to "right "responsible" behaviour and moderation The values of self-reliance are productive because they contribute to fear of dependency in the second half of life, and further cement the old paradigm of acceptance of dependency in the first half. The new gerontology is rooted in the Victorian view of success being gained throughout a lifetime by possessing excellent moral and social qualities, to which may be added the attribute of long life span.<sup>27</sup>

## V. NEGATIVE IMPACT OF AGEISM ON WORKPLACE CULTURE:

### (A) Lack in Experience

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<sup>24</sup> Levy, S. R., & Macdonald, J. L. (2016). Progress on understanding ageism. *Journal of Social Issues*, 72(1), 5-25.

<sup>25</sup> Genoe, M. R., & Whyte, C. (2015). Confronting ageism through therapeutic recreation practice. *Leisure/Loisir*, 39(2), 235-252.

<sup>26</sup> Lagacé, M., Van de Beeck, L., & Firzly, N. (2019). Building on intergenerational climate to counter ageism in the workplace? A cross-organizational study. *Journal of Intergenerational Relationships*, 17(2), 201-219.

<sup>27</sup> Chang, E. S., Kanno, S., Levy, S., Wang, S. Y., Lee, J. E., & Levy, B. R. (2020). Global reach of ageism on older persons' health: A systematic review. *PLoS one*, 15(1), e0220857.

As you get older, you gain valuable life experience. New employees seem to lack the deep experience an older employee has acquired over time. Employers who ignore older workers' abilities will risk certain workers' ability. Older employees have more experience and self-esteem than younger workers. It is important to be able to adopt this approach to do all aspects accurately and effectively. It's also essential to retain a reputable and respected industry image. A company that is growing has additional problems as a result of ageism. Younger staff also helps older ones by educating them about their responsibilities. Conforming to lead to more productivity in the workplace means that employers can expend less time overseeing their teams and can also focus on projects that expand the company. Additionally, workers under the age of 40 develop the expertise and knowledge they need to make progress inside the organization.<sup>28</sup>

### **(B) Increase in Legal Liabilities**

Federal legislation prohibits employers from discriminating against new and existing hires based on their age. Many jurisdictions have already passed legislation against age discrimination in the workplace. Businesses are not able to hire people depending on their age. They could be held legally liable as a result of their behaviour. Employees may prosecute a company over age discrimination, which can end in hefty damages and a tarnished image.

### **(C) Impact on Mental Health of Workers**

Fears about being fired because of age make older workers change their minds on continuing to seek advancement in their profession. Studies demonstrate that occupational ageism has a significant influence on mental wellbeing deterioration. In a longitudinal analysis, researchers investigated the effect of employment inequality over the span of an extended period of time on women's wellbeing. Perceived age inequality was measured for possible influence on women's depression symptoms and overall well-being. Overall, the findings of the research indicated that sexism at work made older people more vulnerable to depression. As a person becomes older, there is an uptick in financial pressure, which exacerbates depression. We've had this detrimental effect on ageing demographics as a result of our tendency to put a value on money above all else. Grievances may contribute to feelings of poverty and poor mental wellbeing because it is difficult to get a job or stay employed because of age.<sup>29</sup>

### **(D) Lack of Availability of Workers/Employees at Workplace**

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<sup>28</sup> Dennis, H., & Thomas, K. (2007). Ageism in the workplace. *Generations*, 31(1), 84-89.

<sup>29</sup> Rupp, D. E., Vodanovich, S. J., & Crede, M. (2006). Age bias in the workplace: The impact of ageism and causal attributions 1. *Journal of Applied Social Psychology*, 36(6), 1337-1364.

Individuals ought to live in an atmosphere that is accommodating. It has a negative impact on employees and places a ceiling on development. While certain employees may not be specifically influenced by ageism, age discrimination creates mistrust inside an organization. The younger staff will begin to question if they are going to be the next to be discriminated against." When an employer condones ageism, unemployment goes up and efficiency down. Employee productivity and poor employee retention are significant obstacles to long-term profitability.

### **(E) Productivity of Workplace is damaged**

Active age sexism in workplace would be impossible to go overlooked by your other colleagues. Knowledge of this age discrimination by the staff can build a hostile atmosphere and bad views of business management. Your workforce would certainly be less involved in raising the efficiency of a racist business. In reality, the employees will be quite worried that they might sacrifice their own employment associated with ageing or any other kind of prejudice.

### **(F) Difficult to Fulfill Expectation**

Many companies want their workers to improve with time, even with period and growth, employees' aspirations have. Your employees should be able to come up with new and interesting ideas. When workers become older, they lose the opportunity to be adventurous and innovative. There is also the likelihood that age discrimination may make it more difficult for older workers to meet demands at the workplace.

### **(G) Obliteration of Career Advancement**

Older employees face difficulty advancing in their careers and being promoted due to age discrimination. Ageism prohibits ageing workers from advancing with their careers. There is almost no improvement in one's career prospects since leaving university.

## **VI. LEGAL ACTION RELATED TO AGEISM IN INDIA<sup>30</sup>**

There is no state or federal rules that deal with age discrimination in India. The Indian Constitution guarantees that people shall not be denied the right to equal protection of the law because of their faith, caste, sex, or birthplace. Nonetheless, age is disregarded. This doctrine makes it clear that certain human liberties are applicable only to governments. However, in English law, it would be necessary for a private citizen to bring a claim against age

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<sup>30</sup> A. (n.d.). Ageism at workplace. Retrieved April, from <http://www.legalserviceindia.com/legal/article-2790-ageism-at-workplace.html>

discrimination under an anti-discrimination statute.

In general, age-based discrimination is permissible, but when age is an incidental characteristic, such as position or the type of work, it is not. The retirement age for central government workers in India is generally higher than the recruitment age for the national airline. Although there is no legislation specifically on age discrimination in India, the state is devoid of any bodies to handle it.

There are no defenses against a finding of discrimination available, and only court actions may be taken when a case arises from a serious injustice is found. Reinstatement is typically includes all or does not include compensation. In the instance of certain kinds of claims and grievances, it may be pursued in civil courts, labor courts, or service courts.

Ageism is well-known to be impossible to prove, even in law, and adds, "It is famously difficult to do." Being regarded as an 'old-fashioned' or out of date could make it challenging to place the real reason for letting go of an older employee; thus, companies must be careful not to use it as a criterion. Furthermore, plaintiffs are required to establish that age is the primary motivating factor for dismissing employees, as well as evidence of proof of their ages in most Supreme Court decision have rendered it too burdensome for plaintiffs to ascertain the proof of age to serve as a primary justification for an unjustified dismissal.

## **VII. WAYS TO COMBAT AGEISM IN WORKPLACE**

### **(A) Steps to take in case you notice ageism around the workplace:**

- Think before you act, always ask the following question: Are you likely to be discriminated against because of your age? We make decisions easier by drawing on already-known categories in our brain. Come to understand your own patterns. Question your beliefs.
- Don't distance yourself from these remarks by thinking that they couldn't apply to you. If you have felt this, or if you are concerned about it, here's how to combat ageism in the workplace: You should take your ageing in stride. When you mature, you will find ways to invest in your continued growth.
- Read widely, keep up to date, and set yourself targets for improvement. Seek a coach, whether inside or outside of your firm, who is prepared to help you move ahead. The stereotypic image of an older professional, who is lethargic, is resistant to improvement, and slow to make the transition to the new.
- Today's workforce is stacked with older pros, as well as institutional and practical know-how. But let's also avoid reminiscing about the "the good old days." Don't expect

someone to respect your age, if you allow your age to bring others down to lower it. Don't think your workplace is obligated to reward you for your past efforts.

- Don't get buried into age stereotypes; they will handicap your ability to act, regardless of how old you are. The standard of polish and discipline must be shown by younger workers as well.
- Don't let your place get in the way of your best work. Finally, whether you are discriminated against because of your age, document the dates and addresses of those of those who make negative comments.
- It is best to reach out to an employment specialist who will investigate the case and inform you about the next move. Just like the younger members of the work force are required to remain creative, allow you to remain open as well.
- Update your resume and your social media accounts at least once a year and make sure that you don't seem stale.
- If you can keep your skills up to date, you won't get discriminated against on the basis of era.

**(B) To tackle and also manage ageism in the workplace, try these approaches:<sup>31</sup>**

**1. Become alert to preconceived notions and erroneous ideas and avoid making stereotypes**

Assigning the idea that older workers will be retiring soon is demoralizing, as well as unacceptably thinking that they aren't interested in learning new skills, and damaging to morale and efficiency. Opening yourself up to potential legal problems Candidates must be well-versed in the nuanced aspects of the job as well as other important ones.

**2. Provide advertising and educational opportunities to the employees**

Also, ensure that all programs, including new-hire, leadership, and D&I include ageism in their coverage, as the education of employees is less common than they may be expected. Having an employee with significantly more than the job requires no downside, and instead can help to open the door to more people and bring in new ideas. Make the on boarding training, regardless of the candidate's willingness to work with technology a prerequisite to employment. It's beneficial to provide continuing guidance and refresher training.

**3. Have an eye out for social signals in the workplace**

Just like in any social setting, it is crucial to be aware of social relationships and moods in the

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<sup>31</sup> Reio Jr, T. G., & Sanders-Reio, J. (1999). Combating workplace ageism. *Adult Learning*, 11(1), 10-13.



workplace. Although age-friendly birthday cards are mostly done with kindness and a twinkle in the eye, it can be a subtle form of ageism to celebrate someone's senior moments sarcastically. While seemingly benign, these are in fact, these things often lit the fires of age discrimination litigation.

#### **4. Do Away With Hierarchies**

Combating ageism in the workforce is almost as important as creating a healthy environment where workers are secure speaking up and voicing their concerns. The way to break down barriers and create confidence is to communicate openly.

#### **5. Employment training and mentorship activities**

There is a huge amount of evidence of advocate for mentoring schemes, such as the happiness and identity it provides in relation to jobs, which contributes to its efficacy. Lastly, wisdom and knowledge will only be gained if older people are given a place to provide it to the younger ones. If you combine everyone in their early twenties with everyone in their late sixties, the age gap becomes insignificant. This is where a younger staff encourages their older colleague to learn the use of new tools, software, as well as the ways that are yet to be implemented and social networks that have yet to exist. As a result, not only does this serve to bridge the divide between all sides, but it also increases their ability to provide understanding and address their prejudice.

### **VIII. IMPACT**

The consequences of ageism are certainly experienced by many who are on the receiving end of it, but they are detrimental to some as well. Because of that, of course, age discrimination like of all other forms of discrimination of course often increases stress and animosity.

When others see the workplace showing a bias towards older staff, this reduces productivity. As a rule, people are more effective in a team-oriented, positive work environment. Conversely, unhealthy work environments can drag down morale and contribute to high employee turnover.

Many employees would also find that such actions unsettling, for this reason: the pervasiveness of ageism at the workplace will likely exclude people who are in their 20s and 30s from joining.

There were variations in ageist stereotypes, though, among both age classes. Really, people who are younger recorded experiencing cognitive assumptions, while others who are middle-aged and older reported to be encountering social and physical assumptions it is likely that self-efficacy cling would be an obstacle for the more competent older population; nevertheless, our study here is at the age where perceptions of competence are not yet impaired. Regardless, as

people were given misleading and dismissive views of their value or status, these individuals had emotional responses. This emphasizes the importance of expanding awareness of stereotypes and correcting biases on the subject of regard for age to prevent discriminatory use.

Employers or colleagues have often shown patron attitudes that they believe workers would have trouble acquiring emerging technologies, as well as attitudes where their employees think workers will have a problem adopting or learning the new ways of doing things. Many thought they were seeing the same advertising or educational opportunities, even if they were on the younger side of the workforce.

Harassment is disrespectful behaviour attributable to an individual's age, which has the aim of violating someone's privacy. Although harassment can be apparent or aggressive, it may also be insidious. Mental illness can include nicknames, mocking, neutral terms, or terms that have no negative intent. This may be about maturity, or the age with which the person interacts. It may not be pointed at a particular member of the community, but it is a society in general which enables the telling of jokes related to age.

Businesses must be kept accountable for their workers' conduct, too. There must be a consistent anti-discrimination policy and employers must make sure that it is strictly followed to guarantee that age-related harassment doesn't occur.

Building an age-diverse workforce helps workers gain skills and knowledge from each other members of the team. Older workers can teach newer employees modern technologies and strategies, but only practice can impart prior expertise

One person still benefits from the competition and the task. In that case you haven't noticed, companies can aim for collaborations that may include multigenerational collaboration wherever necessary.

## **IX. RESEARCH GAP**

The gaps identified and covered by researcher were as follows:

- The research on age discrimination faced by young employees is not sufficient. The researcher has covered the point in the study. There were age disparities in any demographic, but people in older age groups often felt they were mostly without respect; stereotypes regarding the latter were mostly targeted at older age groups. The surprising finding was that young people were more likely to face cognitive beliefs while the others faced physical or social beliefs.

- There is no particular law regulating ageism at workplace in India and need for the law is established.

## **X. FINDINGS**

Ageism in the workplace has a serious impact on the working environments of businesses large and small. Older workers tend to be more mature and confident in their abilities than their younger counterparts. Younger employees will start to wonder if they will be the next target or simply will not want to work for a discriminatory business. Businesses are not allowed to make employment decisions based on age. Employees can sue a business for age discrimination, often resulting in large fines and a damaged business reputation. Older workers often act as mentors for younger employees, teaching them the ins and outs of the position.

Research shows that experiencing ageism in the workplace can play a role in declined mental health. By 2035, there will be more people 65 years and older than people under the age of 18 (78 million compared to 76.4 million) Aging can be an empowering and positive experience that benefits all members of our communities. By eliminating ageism, we open the door to new opportunities for our workforce now and in the future.

## **XI. SUGGESTION**

The researcher suggest that Indian legislation should adopt specific rules with regard to ageism in the workplace However, in certain countries, ageism is missing but it is extremely problematic for a person's dignity and respect and may result in feelings of social isolation, loss of self-esteem, and insecurity as well as well as suicidal thoughts and despair.

If the Indian government passes an anti-ageism legislation, they may be breaking the law; but, in certain instances, they could be amending the section 499 of the penal code, which addresses tort liability for damage. While a number of other nations treat their laws against age discrimination as in jobs as legislation meant to discourage discrimination, in the United States it is outlawed by the federal legislation that was put in place in place in place in the year 1967.

## **XII. CONCLUSION**

Admittedly, the research is an attempt to close a void in the literature of ageism that is, identifying everyday manifestations of ageism in young, middle-aged, and older adults at workplace. People of all ages will benefit from recognizing ageism in many forms, as well as expanding their concept of what is normal when they think of ageism, which is relevant to the experiences they may have as survivors of age discrimination in their whole life span of adult existence. Thus making this claim "ageism "working in both ways "is "validates this

assumption [that] "confirms the assumption that ageism [is not only] being faced by older adults". To find a way to overcome the problem would need to embrace a variety of perspectives as it can manifest itself in a person's existence. The null hypothesis H0 is proved wrong by the researcher in the study while H1 is proved to be correct. As the study shows that ageism has negative impact on workplace culture and workers and provides ways to combat the problem of ageism. The study of ageism in the workplace often observes an apparent rise in age-related inequality is likewise follows with a higher unemployment rate and more opportunities for older people to pursue jobs.

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