

## The Influence of Age Diversity on Organizational Identification

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### Abstract

**Aim:** The aim of this study was to determine the role of employee age heterogeneity in building a sense of belonging to the organization and to recognize the impact of human resource management activities and an inclusive climate on this relationship.

**Methodology:** This study synthesizes the existing literature and presents empirical research conducted in 30 organizations in Poland. Quantitative data were collected from HR managers and rank-and-file employees, and diverse statistical analyses were conducted to verify the hypotheses.

**Results:** While age diversity alone was not directly related to organizational identification, HR activities supportive of all age groups and a welcoming organizational environment significantly mediated this relationship.

**Implications and recommendations:** The findings highlight the importance of applying human resource policies inclusive of different age groups and cultivating a welcoming organizational environment to enhance organizational identification. Future research should further explore the mechanisms and contexts in which age diversity impacts organizational identification, considering industry and cultural differences.

**Originality/value:** This research contributes to the understanding of the dynamics connecting age group variation with identification with the workplace, offering valuable insights for HR management and organizational development in promoting an inclusive and supportive work environment.

**Keywords:** age diversity, organizational identification, workplace attitudes, perceived organizational support

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## 1. Introduction

Workplace age diversity is emerging as a progressively important focus within academic research and HR management strategies. Age diversity refers to the presence of employees in different age groups within an organization, and its impact on organizational identification and work effectiveness is a complex and worthy topic of exploration. Research examining the connection between age diversity and organizational identification reflects a complex interplay, encompassing both positive and negative outcomes.

Researchers such as Kunze et al. (2013) and Ali & French (2019) emphasized that age diversity among employees can yield benefits for organizations, however these benefits depend on various factors, including HR practices, organizational policies, and age-related stereotypes. According to Kunze et al. (2013) and Li et al. (2021), age-inclusive HR policies significantly influence the development of the relationship between heterogeneity in staff age and organizational identification.

Furthermore, an inclusive workplace climate plays a crucial role in fostering positive relationships between employees of different age groups and the organization. An inclusive climate fosters acceptance, respect, and active participation of all individuals within the organization, irrespective of demographic differences. It is a part of organizational culture that supports employee engagement and positive outcomes for the organization, as indicated by Kunze et al. (2013), Li et al. (2021), and Rudolph et al. (2021) studies.

The goal of this study was to find out how age diversity affects organizational identification and how HR practices and an inclusive climate influence this connection. This paper integrates previous findings with new data to provide a clearer understanding of how age diversity in the workplace relates to employees' sense of inclusion within the organization. As a result, the following hypotheses were formulated, which can serve as a starting point for further research on this important issue:

1. H1. There is a positive association between employee age diversity and organizational identification.
2. H2. HR practices that support all age groups strengthen the link between age diversity and organizational identification.
3. H3. An inclusive workplace climate strengthens the relationship between age diversity and organizational identification.

The main research objectives of the project included:

1. Investigating the connection between employee age diversity and organizational identification.
2. Investigating the role of HRM practices that support age diversity in affecting the relationship between employee age differences and identification with the organization.
3. Analysing the influence of an inclusive workplace climate on employee organizational identification, with particular emphasis on age diversity among employees.
4. Identifying practical HRM strategies that support an inclusive climate and positively impact organizational identification with regard to employee age diversity.
5. Providing recommendations for organizations regarding personnel management practices that can support age diversity and create an inclusive climate conducive to employee organizational identification.

## 2. The Role of Age Diversity in Building Organizational Identification

Workplace age diversity describes the inclusion of employees representing a range of age groups (Kunze et al., 2011). Research on age diversity and organizational identification presents a complex picture. Findings from Kunze et al. (2013) and Ali & French (2019) suggested that age-diverse teams can lead to favourable organizational results and effectiveness, but these effects depend on factors

such as the presence of diversity-friendly personnel policies and age-related stereotypes among top-level managers. Li et al. (2021), also highlighted that age diversity among staff can contribute to greater organizational effectiveness, with human and social capital playing a mediating role. However, Rabl & Triana (2014) underlined the importance of individual attitudes, showing that organizational actions and diversity management practices related to employee age diversity can influence the perception of the organization by potential candidates.

Organizational identification is the degree to which employees identify with the organization, its goals, values, and mission (Mael & Ashforth, 1992). Age diversity refers to the extent to which individuals within a group differ in terms of age-related attributes, either in an objective sense or based on subjective perceptions (Ellwart et al., 2013). According to Boehm et al. (2014), age diversity can be understood as variation in the age distribution among employees. This approach avoids labelling workers by specific age categories — such as youth, senior, or middle-aged — and is more inclusive as it encompasses the entire workforce rather than targeting particular subgroups. As a result, it provides a level of defence against age-related discriminatory practices (Riach, 2009). Employee age diversity in the workplace can influence organizational identification in both beneficial and detrimental ways, depending on individual and contextual factors. Negative age-related stereotypes and perceived age-related treatment may hinder organizational identification (Sammorra, 2021). However, such negative effects can be mitigated by friendly personnel policies and positive age-related stereotypes among managers (Kunze et al., 2013). Younger employees are more motivated by external prestige, i.e. the desire to associate with an organization of high social status or reputation. Conversely, older employees are more motivated by learning orientation, i.e. the desire for self-improvement, acquiring new skills, and experiences (Klimchak et al., 2019). Organizational initiatives that support and acknowledge age diversity in the workplace can help enhance the organization's appeal and reduce expected age discrimination, especially when potential candidates have a positive attitude toward age diversity (Rabl & Triana, 2014).

Research suggests that a range of diversity management strategies can increase employees' identification with the organization. Shih & Young (2016) emphasized the importance of recognising differences between groups, and Luijters et al. (2008) highlighted the role of perceived similarity in cultural values and positive intercultural climate within the group. Shih et al. (2013) discussed the use of identity management strategies to mitigate the negative effects of discrimination. Cole & Salimath (2013) indicated that the way diversity is managed significantly influences how legally and broadly diversity and identity are perceived in the organization. These findings suggest that a comprehensive approach to diversity management, including recognising differences between groups, promoting a positive intercultural climate, and facilitating identity management, can contribute to increasing employees' identification with the organization. Taking into account the factors outlined above, the following hypothesis is proposed:

H1. There is a positive association between employee age diversity and organizational identification.

### **3. HR Practices and Age Diversity – Impact on Organizational Identification**

Age-inclusive HR practices encompass policies, procedures, and human resource strategies designed to effectively manage age diversity within an organization (Feldman, 2014). HR practices that support age diversity in the workplace are also described in the literature as: age-inclusive (Kunze et al., 2013), age-friendly (Appannah & Biggs, 2015), and those promoting age diversity (Boehm et al., 2014). In other words, these practices involve a range of policies and approaches aimed at fostering equality in the workplace by valuing each employee's unique contribution (Riach, 2011).

HR practices play a crucial role in shaping the link between employee age diversity and organizational identification. A study by Li et al. (2021) emphasized that Strategic Human Resource Management (SHRM) is crucial for improving employees' innovative behaviour, which constitutes a significant source

of organizational competitiveness. Research conducted by Kembu & Nang (2021) showed that age diversity influences organizational outcomes. They recommended that HR departments support age diversity through various initiatives, such as pairing younger employees' skills with modern tools and encouraging older employees to serve as mentors for younger ones. By implementing inclusive HR practices that foster age diversity, organizations can create an environment conducive to integration, where employees of various age groups feel appreciated and driven to perform effectively. Such inclusion can contribute to stronger organizational identification, as employees see themselves as integral parts of a diverse and supportive work culture.

A number of HRM practices have been identified that can be effective in promoting integration among different age groups within organizations. Both Sammarra et al. (2017) and Froidevaux et al. (2012) stressed the importance of tailoring HRM practices to unlock the benefits of age diversity, focusing on human resource planning, training and development, performance assessment, and reward systems. Pinto et al. (2014) additionally highlighted the value of HRM practices such as training, rewards, recognition, and performance assessment, which are highly valued by employees of all ages. However, older employees may perceive the presence of flexible working practices and employment security as less significant. Finally, Brooke & Taylor (2005) emphasised the need for 'age-conscious' HRM practices that consider individuals' capabilities rather than stereotyping them based on age.

Studies revealed that age-inclusive HR practices can have a positive impact on the relationship between age diversity and organizational identification (Kunze et al., 2013). Additionally, the role of diversity-friendly personnel policies in mitigating the negative effects of age diversity on organizational effectiveness was confirmed (Kunze et al., 2013). Based on the points raised, the following hypothesis is proposed:

H2. HR practices that support all age groups strengthen the link between age diversity and organizational identification.

#### **4. Workplace Inclusive Climate – the Role of Age Diversity and Challenges of Inclusion Implementation**

There is not one strictly defined and universally acknowledged definition of an inclusive workplace climate, as the concept is being developed by many researchers, practitioners, and social activists, and definitions may vary depending on the context and perspective. Regarding the concept of an age-diversity-friendly climate, it is essential to highlight that this climate is grounded in the broader idea of a diversity-supportive environment introduced by Kossek & Zonia (1993), and subsequently elaborated by Mor Barak (2000). Based on this definition, Boehm et al. (2014) treated an age-diversity supportive climate as a specific form of the broader concept of a diversity-supportive climate, which refers to a shared perception across the organization of fairness, the absence of discrimination, and the equal treatment of employees from various age groups with regard to policies, practices, and rewards. An inclusive climate refers to the atmosphere and environment in the workplace that fosters acceptance, respect, participation, and equality for all employees, regardless of their differences or characteristics. This is part of an organizational culture that promotes a sense of belonging and acceptance for all team members, encouraging them to contribute value through expressing their unique perspectives and experiences.

Research confirms that an inclusive workplace climate, supported by age-inclusive HR practices, is essential in affecting the connection between workforce age diversity and organizational belonging (Kunze et al., 2013; Li et al., 2021; Rudolph et al., 2021). Such a climate is associated with favourable outcomes, such as organizational effectiveness, reduced employee turnover intentions, and increased human and social capital (Kunze et al., 2013; Li et al., 2021). However, the relationship between age diversity and organizational outcomes is complex and depends on many factors, including leaders'

behaviour, HR practices, and age-related stereotypes (Boehm et al. 2014), therefore creating an inclusive climate is key to fully harnessing the potential of age diversity.

There are many factors contributing to an inclusive climate in the workplace. Li et al. (2021) stressed the importance of organizational justice, including fair treatment and decision-making processes. Li et al. (2021) highlights the role of identity-conscious diversity management programmes. Goswami and Goswami (2018) identified workforce diversity, managerial support, and trust in leaders as key determinants of workplace inclusivity. Rezai et al. (2023) underlined the need to consider social, organizational, employer, and interpersonal factors. These studies reveal the complexity of workplace inclusivity, requiring a holistic approach.

Research shows that the presence of different age groups among employees in the workplace can significantly impact the relationships between employees and the organizational climate. Kunze et al. (2011) and Boehm et al. (2011) found that the presence of age diversity among employees can foster an environment prone to age discrimination. However, Boehm et al. (2014) noted the positive impact of age-inclusive HR practices on the development of an age-diversity climate. Ingusci (2018) described a stronger relationship between climate of diversity and job crafting among middle-aged employees. Bellotti et al. (2022) demonstrated the predictive value of age-diversity climate for turnover intentions and job-related well-being. These studies suggest that age diversity among employees can have both positive and negative effects in the workplace.

An inclusive climate can significantly impact employees' organizational identification, increasing affective engagement and support for change (Li et al., 2021; Neill et al., 2020). This is especially important in a climate characterised by open communication and fair treatment (Li et al., 2021). Organizations take various actions to promote an inclusive climate in the workplace. Adjo et al. (2021) emphasized the need for intentionality and leadership accountability, whilst Dwertmann & van Dijk (2020) highlighted the role of inclusive leadership behaviors, and Boekhorst (2015) underlined authentic leadership based on inclusivity.

Creating an inclusive climate for different age groups of employees brings several benefits. Chrobot-Mason & Aramovich (2013) pointed to reduced turnover intentions, whereas Boehm (2013) and Rudolph et al. (2017) stressed the potential for improved firm performance and workability. Challenges in creating an inclusive climate for different age groups of employees include overcoming attitude barriers (Barrett & Bourke, 2013) and improving age-inclusive HR practices (Rudolph et al., 2021). Based on the aforementioned points, the following hypothesis is proposed:

H3. An inclusive workplace climate strengthens the relationship between age diversity and organizational identification.

## 5. Empirical Research Findings

To test the hypotheses proposed, empirical research was conducted to analyse the relationship between employee age diversity and organizational identification, as presented in the research model (see Figure 1).

The research assumptions imply that the exploratory approach is based on an incomplete inductive enumeration, meaning the proposed hypotheses might not encompass all possible or relevant connections concerning employee age diversity. To test the hypotheses presented in this study, quantitative research was conducted within companies in Poland. Data were collected between May and October 2023 from 30 organizations with over 50 employees. The study surveyed 30 HR managers and three non-managerial employees from each company, resulting in 120 total responses. A survey method, widely recognised in management research, was used to analyse the constructs. The respondents were HR managers and non-managerial employees from medium, large, and very large companies in Poland. A purposive sampling approach was employed to select 30 organizations across

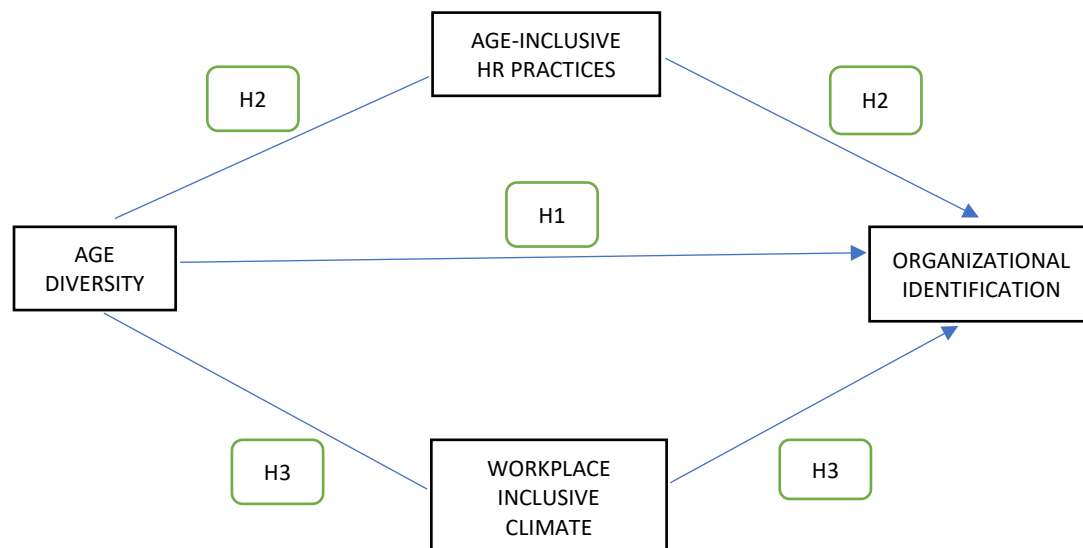


Figure 1. Theoretical framework of the connection between workforce age diversity and organizational belonging

Source: author's own elaboration.

the country. The criterion for selection was based on the organizations' relevance to the research focus – specifically, their practices regarding age diversity and inclusivity in the workplace. These organizations were chosen deliberately to provide a diverse range of perspectives on how age diversity is managed within various organizational contexts. By selecting organizations with varying characteristics – such as industry sector, size, and maturity in age diversity management – the study aimed to ensure that the sample adequately represented different workplace climates and HR practices. This purposeful selection allowed for an in-depth examination of how age-inclusive HR practices and inclusive climates might influence the connection between workforce age diversity and identification with the organization. Choosing HR managers and regular employees as participants also reflected a deliberate approach, ensuring that data were gathered from both decision-makers and employees directly involved in organizational dynamics. This strategy ensured a comprehensive understanding of the subject matter, providing insights from both the managerial and employee perspectives. Through this purposive sampling strategy, the study was able to explore the nuances of age diversity in the workplace, as well as the ways in which HR practices and an inclusive climate can influence the link between employee age diversity and organizational identification.

The estimated average age of employees, i.e. the Teachman index, was used to measure employee age diversity, and the Blau index was also applied for verification. The average employee age in each organization, as of December 31, 2022, was reported by HR managers.

The Teachman index was derived from the following formula:

$$IT = - \sum_{k=1}^n [P_k \times \ln(P_k)].$$

In the formula,  $P_k$  denotes the proportion of employees in each age group, expressed as a decimal, and  $n$  refers to the total number of age categories. This study used four groups, each representing a different generation. The Teachman index spans from 0 to 1.11 (based on the formula:  $0 - 1 \times \ln(1/n)$ ), with its maximum value occurring when all categories are equally represented (Harrison and Klein, 2007). In the surveyed organizations, the average Teachman index was 1.19, which suggests a high level of age diversity.

The Blau index was calculated using the following formula:

$$IB = 1 - \sum_{i=1}^n P_k^2$$

In this formula,  $P_k$  refers to the proportion of employees in each age group (expressed as a decimal), and  $n$  represents the total number of age groups. This study encompassed four such groups, each representing a different generation. The Blau index spans from 0 to 0.75 (as defined by the formula:  $0 - (n - 1)/n$ ). The index reaches its maximum when all groups are equally represented (Harrison & Klein, 2007). In the studied organizations, the average Blau index was 0.62, reflecting a high degree of age diversity.

In measuring the inclusive climate in the organization, a tool adjusted and enhanced by the research group led by Bodla et al. (2018) was used, comprising thirty-one statements divided into three dimensions. To measure HR practices that foster age diversity, a proprietary research tool containing nineteen statements was used. To measure organizational identification, a tool originally created by Marique and colleagues (2013) and later confirmed by Hameed, Roques, and Ali Arain (2013) was applied and Sammarra et al. (2021), containing six statements. In the surveys for employees and HR managers, control variables included the organization's sector and the industry it is involved in.

As a first step, the reliability and internal consistency of the scales were tested using Cronbach's alpha – a widely recognized measure of reliability. The original scale assessing age-inclusive HR practices across all HR functions scored a Cronbach's alpha of 0.827. The organizational identification scale scored 0.837, while the scale measuring an inclusive workplace climate reached 0.891. All tools exceeded the acceptable reliability threshold of 0.6.

The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were also performed. These tests assess whether the input variables are suitable for factor analysis. The KMO values (all above 0.5) and the significant results from Bartlett's test indicated that factor analysis is valid, confirming the presence of correlations among the variables.

Confirmatory analysis consists in testing hypotheses regarding a predefined factor structure and estimating the parameters of the proposed model. Factor analysis simplifies the number of variables by consolidating them into broader factors for further examination. The key factors identified reflect the correlation patterns among the examined characteristics. In the case of HR practices considering age, there were as many as six dimensions exceeding a value of 1, and regarding organizational identification, two dimensions described this variable, whilst as many as nine dimensions described the variable of the inclusive climate in the organization.

Another part of the statistical analysis focused on correlation. The linear correlation coefficient  $\rho$ , often called Pearson's correlation coefficient, evaluates the degree of co-variation between two variables,  $X$  and  $Y$ . Correlation analysis was carried out across various constructs to assess their relationships as perceived by the respondents. Moderate to strong positive correlations were found between the inclusive climate and age-inclusive HR practices, between diversity and the inclusive climate, and between HR practices and organizational identification. These analyses are presented in Table 1.

All the correlation analysis results served as a foundation for further exploring the relationships between variables. The regression analysis started by assessing the effect of age diversity on organizational identification. Age diversity was the explanatory variable, whereas organizational identification was the predicted variable. The regression analysis revealed that the connection between age diversity and organizational identification was not statistically significant, suggesting that H1 was not confirmed in the study (Standardized Beta:  $-0.077$ ).

Table 1. Correlation values between the constructs of the research model

		Workplace inclusive climate	Age-inclusive HR practices	Organizational identification	Age diversity
Workplace inclusive climate	Pearson's correlation	1	0.629**	0.458**	0.550**
	Significance		0.000	0.000	0.002
	N	91	91	91	30
Age-inclusive HR practices	Pearson's correlation	0.629**	1	0.611**	0.388*
	Significance	0.000		0.000	0.034
	N	91	91	91	30
Organizational identification.	Pearson's correlation	0.458**	0.611**	1	−0.077
	Significance	0.000	0.000		0.687
	N	91	91	91	30
Age diversity	Pearson's correlation	0.550**	0.388*	−0.077	1
	Significance	0.002	0.034	0.687	
	N	30	30	30	30

\* Correlation is statistically significant at the 0.05 level (two-tailed).

\*\* Correlation is statistically significant at the 0.01 level (two-tailed).

Source: own analysis based on research findings using IBM SPSS.

Hypotheses H2 and H3 related to mediation. Mediation analysis in this study was performed using two approaches. The first, classical method, as described by Baron & Kenny (1986), considers the mediator (*M*) as a variable that explains the relationship between the independent variable (*X*) and the outcome variable (*Y*). This approach follows specific steps, including testing whether the mediation effect is statistically significant through the Sobel and Aroian test. In mediation analysis, the mediator variable acts as an intermediary that clarifies the relationship between the predictor variable and the outcome variable. Specifically, in this context, it is hypothesised that certain HR practices or environmental factors may influence organizational identification, with age diversity being a predictor in the model. Mediation is confirmed if the relationship between the predictor and outcome variable is explained through the mediator, following the conditions set by Baron & Kenny (1986).

Age-inclusive HR practices enhance the link between age diversity and organizational identification, as confirmed by hypothesis H2, which investigated the mediating effect of HR practices related to age. While regression analysis shows that the direct relationship between age diversity and organizational identification is not statistically significant, HR practices have a strong enough impact on diversity that together they significantly influence organizational identification (positive, strong, and statistically significant relationship, Standardized Beta: 0.890). This highlights that the more an organization integrates policies that assist employees of diverse ages, the more robust the organizational identification among its staff.

Table 2. Summary of research hypotheses testing

Hypothesis	Content	Test result
H1	There is a positive association between employee age diversity and organizational identification.	disconfirmed
H2	HR practices that support all age groups strengthen the link between age diversity and organizational identification.	confirmed
H3	An inclusive workplace climate strengthens the relationship between age diversity and organizational identification.	confirmed

Source: own elaboration based on research results using IBM SPSS.



For the final mediation hypothesis, H3, the mediating role of an inclusive workplace climate in the relationship between age diversity and organizational identification was assessed. As with the prior hypothesis, the regression analysis revealed that the direct link between age diversity and organizational identification was statistically insignificant. However, the inclusive climate had such a strong impact on diversity that, together, these variables significantly influenced organizational identification (positive, strong, statistically significant relationship, Standardized Beta: 0.614). This suggests that the more an organization fosters an inclusive climate, the stronger the organizational identification among employees becomes. In this case, the inclusive climate itself positively affected organizational identification (positive, moderate, statistically significant relationship, Standardized Beta: 0.458). Therefore, two out of three hypotheses were confirmed, as shown in Table 2.

## 6. Conclusion

To sum up, this study analysed the role of age diversity in the workplace and its influence on organizational identification, considering human resource management (HRM) practices and inclusive climate. The research showed that age diversity among employees can have both positive and negative effects on organizational identification, depending on individual and contextual factors. HR practices that consider age and the creation of an inclusive workplace climate are crucial for stimulating positive relationships among workers of varying ages and the organization.

The analysis of empirical research confirmed the significant influence of HR practices and inclusive climate on employees' organizational identification. The results suggested that the more inclusive the organizational climate, the stronger the HR practices, which in turn influence organizational identification. The research also confirmed the importance of HR practices considering the age of employees in shaping the connection between age diversity and organizational affiliation.

Nevertheless, additional research is needed to gain a comprehensive understanding of the complexity of the connection between age diversity and organizational affiliation, while considering various organizational contexts as well as specific cultural and social factors. It is also valuable to delve deeper into the role of individual attitudes and behaviour concerning age diversity in the workplace. Moreover, future studies could benefit from a larger sample size and a more diverse range of sectors and industries, as this would provide a broader understanding of the subject.

In light of the analysis results, organizations are recommended to take actions aimed at promoting an inclusive climate and implementing HR practices taking into account the age of employees. Creating a work environment conducive to integrating different age groups can contribute to increasing employees' organizational identification and improving organizational effectiveness in the long term. Addressing generational differences in organizational identification can further enhance employee engagement and retention by tailoring management strategies to the needs and values of diverse age groups.

Research on the impact of age diversity on organizational identification has identified several limitations. Sammarra (2020) found that age dissimilarity can hinder organizational identification, especially when employees have negative age stereotypes or perceive unfair treatment, however this analysis was limited to a specific group of teachers in Italy. Bergmann et al. (2016) also identified a U-shaped age profile in organizational identification, but this was based on surveys of sports consumers and may not be universally applicable to other industries. Li et al. (2021), emphasised the potential positive impact of age diversity on organizational outcomes, but this was based on a study of managers and may not fully capture the experiences of all employees. Stone & Tetrick (2013) called for additional research on age diversity, especially in the context of reducing biases against older workers. These studies collectively suggest that further research is needed to fully understand the impact of age diversity on organizational identification, especially across different industries and with an emphasis on prejudice reduction.

Employee age diversity in organizations brings significant implications for management science, especially concerning organizational identification. Kunze et al. (2013) and Ellwart et al. (2013)

described the potentially negative impact of age diversity on organizational functioning, with Kunze et al. (2013) highlighting the role of negative age stereotypes among top managers and age-friendly HR policies in mitigating this effect. Klimchak et al. (2019) further stressed the importance of considering age in motivators of organizational identification, where perceived external prestige is more important for younger employees, and educational goal orientation for older employees. These age differences suggest that employees' identification with their organization may be shaped by distinct career priorities, values, and perceptions of workplace fairness.

In conclusion, the effect of age diversity on organizational identification is a complex issue that requires consideration of multiple factors. HR practices, age-friendly policies, and openness to cooperation among different age groups can contribute to improving organizational identification. However, further research is needed to gain a deeper understanding of the mechanisms and contexts in which age diversity within the workforce may influence organizational identification, particularly in light of industry and cultural differences. What is more, exploring generational variations in organizational identification can provide valuable insights for tailoring HR strategies and fostering a more cohesive and engaged workforce.

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## Wpływ różnorodności wiekowej na identyfikację organizacyjną

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### Streszczenie

**Cel:** Celem niniejszej pracy jest zbadanie wpływu różnorodności wiekowej na identyfikację organizacyjną oraz ocena roli praktyk zarządzania zasobami ludzkimi (HR) i inkluzywnego klimatu organizacyjnego w kształtowaniu tej relacji.

**Metodologia:** Badanie obejmuje syntezę istniejącej literatury oraz badania empiryczne przeprowadzone w 30 organizacjach na terenie Polski. Dane zostały zebrane metodami ilościowymi od menedżerów HR oraz pracowników. Weryfikacja hipotez została przeprowadzona za pomocą zaawansowanych analiz statystycznych.

**Wyniki:** Sama różnorodność wiekowa nie wykazuje bezpośredniego wpływu na identyfikację organizacyjną, jednak praktyki HR uwzględniające różnorodność wiekową oraz inkluzywny klimat organizacyjny znacząco pośredniczą w tej relacji.

**Implikacje i rekomendacje:** Uzyskane wyniki podkreślają znaczenie wdrażania praktyk HR, które uwzględniają różnorodność wiekową, oraz tworzenia inkluzywnego klimatu organizacyjnego, aby wzmocnić identyfikację pracowników z organizacją. Sugeruje się, aby przyszłe badania skupiły się na dalszym badaniu mechanizmów oraz kontekstów, w których różnorodność wiekowa wpływa na identyfikację organizacyjną, z uwzględnieniem różnic branżowych i kulturowych.

**Oryginalność/wartość:** Przedstawione badanie wnosi istotny wkład w zrozumienie dynamiki między różnorodnością wiekową a identyfikacją organizacyjną, oferując cenne wskazówki dla zarządzania zasobami ludzkimi oraz rozwoju organizacyjnego, promując tym samym inkluzywne i wspierające środowisko pracy.

**Słowa kluczowe:** różnorodność wiekowa, identyfikacja organizacyjna, postawy w miejscu pracy, postrzegane wsparcie organizacyjne

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