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# BENEFITS OF AGE MANAGEMENT IN AGRIBUSINESS

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## Abstract

The labour market is differentiated by age and the individual's position in it is determined by age. Effective use of all workers' potential should therefore be a key human resource management strategy for all businesses regardless of the sector. One of the measures is taking into consideration the workers' age in agribusiness, i. e. applying age management. The aim of the paper is to evaluate the application of age management and to identify and evaluate its benefits for farming enterprises. The data was obtained by quantitative research at selected agribusinesses in the Czech Republic (n = 259). The research has shown that 25.1 % of the respondents applies age management and its application is influenced by the company size and the number of 50+ employees. Of this 41.5 % of agribusinesses spend 2–5 % of their costs on applying age management. The research has also identified two factors (stabilization and quality of processes) categorizing the benefits resulting from age management. It can therefore be summarised that age management is an opportunity how to effectively utilize human potential of all ages and to maintain and improve company's performance with respect to future demographic trends.

Keywords: age management, benefits, agribusiness, Czech Republic, survey

## INTRODUCTION

Enterprises in all sectors of the economy, not only in the Czech Republic, have noticed that the labour force has been aging and they must change their approach to older employees. Human resource management programmes focusing on the so-called age management are already common abroad, but discussions on responsibility for this issue are just beginning to unfold in the Czech Republic and companies do not invest finance in the training of specialists.

Lack of workers as a result of the population development concerns the Czech Republic as well as the rest of the world. According to the Czech Statistical Office, in 2040 every second employee (47 %) will fall into the 50+ age category in the Czech Republic. Businesses in all sectors, including agribusinesses, must therefore start acting in the area of "how to make the best use of older people" and promote age management.

We may agree with the statement of HR experts that the age of 20–30 is the age of qualification, 31–40 is the age of achievements and 50+ is the mentoring age that has a major advantage

in social capital and experience. Unfortunately, the limiting factor is a company culture influencing how the potential of older workers is used. Psychologists claim that prejudices flourish in teams with predominating number of young people (Tošnerová, 2002; Němec and Surynek, 2014; Angeloni and Borgonovi, 2016; Vidovićová, 2005).

However, once the young have gained personal experience in working with the older ones, these prejudices disappear, and the older ones will enjoy natural respect (Peclová, 2016; Sehnal, 2016 in HR Forum); some add that when employing a person over fifty and providing space for their work, then higher loyalty, responsibility and stability can be expected from them compared with the young who are still seeking, even though they are dynamic (Hagestad and Uhlenberg, 2005). It is important to realize that loyal knowledgeable workers are willing to share their knowledge and experience with the young at the time of their retirement and thus they ensure continuity of employees' knowledge.

Existing research has shown that the application of age management brings benefits to companies in all sectors, mostly in human resource management and smooth operation (Urbancová and Čermáková, 2015; Marešová, 2010), i.e. gaining a competitive advantage, improving reputation, etc. However, according to Järveläinen (2013) or Marcaletti (2014), every enterprise views benefits resulting from age management differently depending on its size or industry, namely benefits that further influence factors both at the organizational (e.g. company structure) and individual levels (employee motivation, etc.).

With respect to the aforementioned facts, it can be summarized that the unfavourable demographic situation has already begun and enterprises, primarily in the agricultural sector, are threatened by a shortage of workers with the required knowledge and experience. Searching for other alternatives how to obtain necessary resources or to expect that the state itself will be active in the dynamic global competitive environment can mean, for any enterprise, at least a decline in performance.

Therefore, the aim of the paper is to evaluate the application of age management and to identify and assess the benefits arising from it for agribusinesses.

The paper consists of the Materials and Methods chapter, which includes a detailed description of the used theoretical methods of knowledge and research. The primary data was obtained by those methods. The Results and Discussion chapter contains results evaluation and their comparison with the studies on age management. Summary results are presented in Conclusion.

## Theoretical Background

A lack of qualified people in the labour market, an aging population and an increased life expectancy lead businesses to employ workers of all ages. Therefore, employing 50+ people is a necessity primarily due to demographic changes in the population and it also brings a number of benefits for employers and the entire working team. The main benefits for enterprises in employing 50+ people include experience and practice in the field, expertise in the profession, contacts and knowledge of the working environment; the company thus has knowledgeable employees. Other benefits include personality features such as mental maturity, reliability, accountability, opinion stability, and emotion management. Their high loyalty, often natural authority and respect from younger colleagues are important. At the same time, employers can expect their time flexibility and motivation to keep a job before retirement. It is also important to realize that every generation of employees can make a profit for the company. As the number of younger people who are able to work is demographically smaller, it is now necessary to rely on and trust older generations of employees more. Even though 50+ employees generally have higher wages because they are more experienced and knowledgeable, they can be as productive as the younger ones when businesses create an appropriate internal environment for them. If enterprises support changes resulting from the company culture analysis, organizational capital can be appreciated, quality of human resources improved, and the market position strengthened and, last but not least, employer brand reputation, company image or company social responsibility can be improved, which are key topics currently not only in agriculture.

Conversely, 50+ employees' limits are seen, for example, in lower skills, lower readiness to accept further education and deepening of existing knowledge or physical aspects, in a loss of physical strength, fitness and performance, in a slower pace of work, in increased health problems, but also in deterioration of memory and concentration, which are often evident in the agricultural sector. These limits are, of course, individual, but it depends on individuals how they adapt to the working environment.

Thus, age management measures and tools aim at balancing the benefits and limits of 50+ employees and at creating measures to promote employment of this age group so as to avoid age discrimination. Before taking the decision to introduce age management in the company, its benefits and limits must be identified and evaluated, including their strengths and weaknesses (Galea *et al.*, 2014; Askenazy, 2013; Petráš and Mikulec, 2005). At present, the most important factors influencing the management's decision on employing 50+ workers, either positively or negatively, are their experience, relationship to work and company, and, last but not least, physical and mental abilities.

With respect to the age structure of employees in the national economy and the concept of age management, it is important to note that although its implementation is associated with some costs, their amount is not high (Reibová, 2012). In age management the following costs must be reflected: the costs of incapacity for work (Galea *et al.*, 2014), the loss of critical knowledge of retiring workers and the associated costs of new employee training, the costs of developing the environment, in which the company operates, a way of thinking and technology (Štorová, 2012) and the related demands on knowledge deepening (Urbancová and Čermáková, 2015; Lišková and Tomšík, 2013). According to Štorová (2013), problems with the availability of workforce, primarily in agriculture, result from the aforesaid. The strong population generations are followed by the weaker ones and there is a lack of manpower and the importance of age management solution not only at the social level but primarily at the organizational level intensifies.

To sum up, age management in its entirety focuses on all age groups (including children, students, graduates, productive employees, etc.). According to the research of Principi and Fabbietti (2015), Ciutiene and Railaite (2015), Froehlich, Beausaert, Segers (2015), Marcaletti (2014), Wiktorowicz (2013) and Bejkovský (2012), the most attention is paid to people aged 50+ at the organizational level. This employee age group represents a prospective group of knowledgeable staff in the tertiary sector because of their competencies necessary for achieving company objectives (Mohrenweiser and Zwick, 2009) and is threatened by a priori non-inclusion in various activities that require increased responsibility and attention or they are eliminated from management and senior executive positions under the impression that they will not be able to make decisions competently and act adequately. The application of age management in agribusinesses and the effort to maximally eliminate negative ageism are topics not only current and interesting, but so far also insufficiently discussed in the Czech Republic. Its application is important for the entire general public, not only for the agriculture.

## MATERIALS AND METHODS

The article was elaborated based on the methods of analysis of secondary and primary sources, knowledge synthesis, induction, deduction and comparison. Within the secondary sources, scientific articles from the Web of Knowledge database dealing with age management were analyzed. Primary data was collected by quantitative research using the online questionnaires. Totally randomly 492 agribusinesses were addressed (the Albertina database was used) with respect to the company size according to the Czech Statistical Office (it means 60 % of small agribusinesses, 20 % middle size and 20 % large), the return rate was 52.6 %.

The research was carried out in the selected agribusinesses operating in the Czech Republic (n = 259) and its results can be generalized only for the given sample. The questionnaire was completed by senior managers or middle management in the surveyed agribusinesses and in the case of small businesses owners themselves completed it.

The questionnaire respected the ethical aspect and respondents' anonymity. The structure of agribusinesses participating in the survey was as follows:

- Company size: 1–49 employees 49.8 %, 50–249 employees 26.3 %, 250+ employees 23.9 %.
- Majority ownership: 84.2 % has a Czech controlling interest, 15.8 % has a foreign controlling interest.
- The number of employees in the category 50+ – see Tab. I:

Based on the recommendations of Hend (2012) and Hebák (2014), descriptive statistics tools were used to evaluate the results, namely absolute and relative frequencies, and the $\chi 2$ test, with the calculated p-value lower than $\alpha = 0.05$. The null hypothesis was rejected. Dependence was subsequently determined using the Cramer's V and interpreted according to the categories of De Vaus (2014). The following summary null hypotheses were tested in the article, concerning age management in agribusinesses:

I: *Number of employes in the 50+ category*

| Category | Relative frequencies |
|---|---|
| **0–5 %** | 26.6 |
| **6–10 %** | 17.0 |
| **11–15 %** | 13.5 |
| **16–20 %** | 14.7 |
| **21–30 %** | 13.9 |
| **31–40 %** | 5.8 |
| **41–50 %** | 5.0 |
| **51 % and more** | 3.5 |
| **Total** | **100.0 %** |

Source: own survey

- $H_0$1: There is no statistical dependence between agribusinesses applying age management and company size.
- $H_0$2: There is no statistical dependence between agribusinesses applying age management and majority ownership.
- $H_0$3: There is no statistical dependence between agribusinesses applying age management and the number of employees aged 50+.

According to the recommendations of Anderson (2009, 2013) and Hendl (2012), the factor analysis was used. Calculations and data interpretations were used according to Hebák *et al.* (2014), Anderson (2009, 2013) and Pecáková (2011). The factors explain variability and dependence of the considered variables. The factor analysis applies more heuristic approach and requires understanding of the issues under consideration as well as considerable knowledge and experience with this method of data analysis. Therefore, the method is rejected as little exact, insufficiently conclusive and subjective by some statisticians; on the contrary, researchers in social sciences (e.g. sociologists) often use and trust the factor analysis (Hendl, 2012), which is consistent with the human resource issues, for which this method is often used and popular (Anderson, 2009, 2013).

It can be summarized that within the multivariate statistical methods, the factor analysis was used to establish factors that collect behaviour of respondents (managers) into meaningful groups. In compliance with Anderson (2013) a correlation matrix was created before using the factor analysis and then it was further analysed for suitability of further calculations using multivariate methods. The factor analysis was performed by the Varimax method and the Kaiser-Guttman's rule was used to select significant factors (i.e. The significant factors have a variance value > 1). Significant values are greater than 0.3 (Anderson, 2009, 2013). They are considered as the key values in social sciences, primarily in human resource management. According to Anderson (2009), the factor analysis was used only as verification. The emphasis on commenting of the factor analysis results is laid on the meaningfulness and substantiation of factors in terms of theory and practice in human resource management. In case of human resources research this method is often used by researchers and provable in work with people (Anderson, 2013). Just because of the fact that factor analysis is often used in the human resources area, it was also used to prepare this article in compliance with Anderson (2013); Hendl (2012); Hebák *et al.* (2014); Urbancová, Hudáková (2017). The IBM SPSS Statistics 24 statistical software was used to evaluate the results. The article uses abbreviation AM = Age Management.

## RESULTS

This chapter presents the results obtained by the data evaluation. Subsequently, the results are compared with similar studies on the given topic in the Discussion part.

The demographic development suggests that due to the aging of the world's population the workforce is aging and the risk of its shortage is increasing. Thus, the degree of demographic dependence is increasing, with the number of farm workers growing older, but, on the other hand, with the average life expectancy increasing. The results have shown that in total 25.1 % of the respondents are engaged in the AM application. With regard to the situation, where the company size is monitored by the number of employees according to the Czech Statistical Office, the research has examined the situation in the AM application in the individual agribusinesses. Most agribusinesses dealing with AM fall into the category of large

enterprises (38.5 %), followed by agribusinesses with up to 49 employees (35.4 %). The detailed results are presented in Tab. II.

Human resources, which are the main source of achieving company's competitiveness, reflects the effect of demographic development in the increase in the employee average age and in the proportion of 50+ employees or employees who are employed in retirement or those being about to retire. The research has also focused on testing dependencies between the selected qualitative features. Detailed results are given in Tab. III.

Based on the statistical testing, it can therefore be summarized that:

- $H_0$1: There is a statistical dependence between agribusinesses applying age management and company size (low dependence).
- $H_0$2: There is no statistical dependence between agribusinesses applying age management and majority ownership.
- $H_0$3: There is a statistical dependence between agribusinesses applying age management and the number of employees aged 50+ (low dependence).

However, the question remains of how much of the costs (from profits) agribusinesses applying AM (n = 65) spend on its application yearly (see Fig. 1). The graphs below show the results of agribusinesses applying AM.

The results have shown that most respondents give a maximum of 2–5 % of the cost (from profits) to apply AM. In total 27.7 % of businesses give between 6 and 10 % of their costs. Only 6.2 % of businesses give more than 21 % of the cost (from profits) on applying AM. These are mostly large agricultural enterprises with foreign ownership. With regard to personnel changes on farms, most often related to retirement, it is necessary to transfer knowledge between generations of employees when training new workers. However, this is related to direct and indirect costs that need to be incurred by any agribusiness on the training of new employees. Direct costs include induction course costs, new employee training, brochures and loss of knowledge caused by early retirement. The level of direct costs expended by the agribusinesses is shown in Fig. 2.

II: *Results of independence testing*

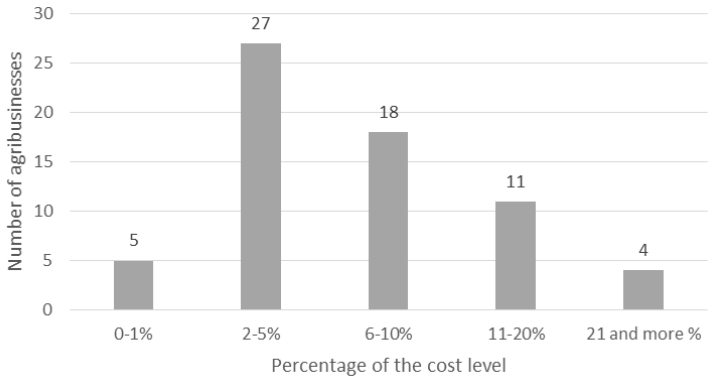
| Application of AM | Size of agribusinesses | | | Total |
|---|---|---|---|---|
| **Yes** | 23 | 17 | 25 | 65 |
| **No** | 106 | 51 | 37 | 194 |
| **Total** | **129** | **68** | **62** | **259** |

Source: own survey

III: *Results of independence testing*

| Hypotheses | H01 | H02 | H03 |
|---|---|---|---|
| | Size | Majority ownership | No. of employees aged 50+ |
| Application of AM | p-value = 0.004 Cramer's V = 0.209 low dependence | p-value=0.145 | p-value=0.015 Cramer's V = 0.119 low dependence |

Source: own survey

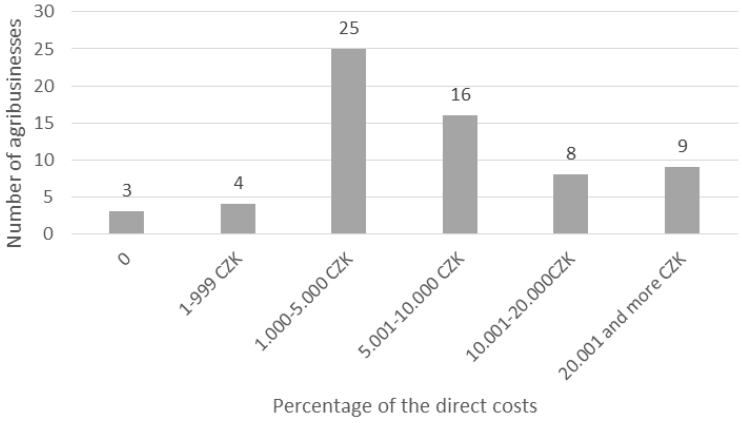



1: *Cost level of the AM aplication in agribusinesses*
Source: own elaborate

Most agribusinesses (38.5 %) spend between CZK 1,000 and CZK 5,000 within direct costs, only three agribusinesses do not have any direct costs. The indirect costs include the cost of motivation programmes, teambuilding events in the last year when the employees worked in the company; reduced performance of new employees before they work fully; outflow of knowledge; transfer of key knowledge to the competitors, reducing work performance during disaffection, etc. (see Fig. 3).

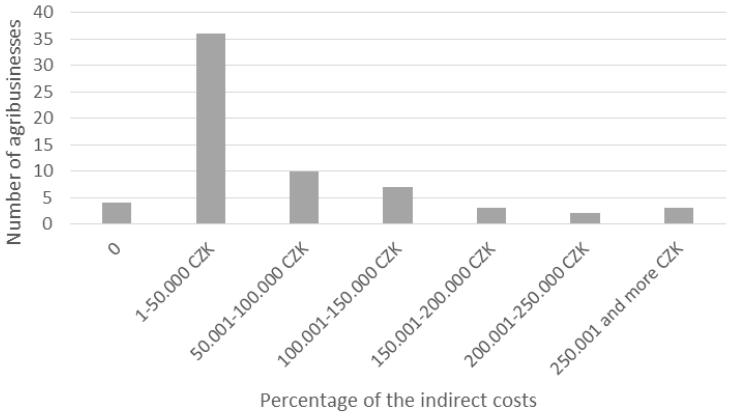
In total 55.4 % of the respondents spend between CZK 1 and 50,000 a year on indirect costs on personnel changes. It amounts to more than CZK 100,000 a year in large agribusinesses.

Representatives of the agribusinesses applying AM (n = 65) have agreed that their companies benefit from the AM application. To sum up, managers or owners of agribusinesses consider sharing the 50+ employees' experience with the young ones (under 30 years) in age-diversified working groups to be the main benefit of applying AM, which has not been so frequent in agribusinesses yet. On the other hand, barriers to the AM application are working groups consisting of only several members (4 to 6), which are typical of agribusinesses with a Czech majority ownership because they are best managed and controlled. Even managers/owners of agribusinesses have argued that although AM is not currently implemented in their enterprise, the employees' age must be taken into account, especially in terms of coping with physically or mentally more demanding work. Managers/owners expect that the examined issue will be addressed as one of the main priorities, especially for large agribusinesses, in the near future with regard to labour intensity. Business representatives will be forced to deal with the issue. Managers/owners of the agribusinesses have agreed that, unfortunately, there is insufficient organizational understanding




2: *Direct costs throught personnel changes in agribusinesses*

Source: own elaborate




3: *Indirect costs throught personnel changes in agribusinesses*

Source: own elaborate

of the issue and lack of information for the organizational level. The topic is discussed at the social level, but the benefits and possibilities of applying AM are not presented to businesses or agribusinesses. However, most managers/owners have agreed that by increasing the agribusiness representatives' awareness of this topic, AM can also solve succession planning and ensure the continuity of knowledge and activities. They have agreed that 50+ employees spend more time at the doctor's and get used to working with new technologies slower or have a slower pace of work, but they work more carefully and are more reliable.

The representatives of the agribusinesses applying AM were then asked how the company had benefited from the AM implementation (they could tick more answers). Crisis management improvement (86.2 %) was ticked most, improved competitive advantage (81.2 %) came as the second best benefit, 80.0 % claimed improvement in the agribusiness's reputation and 60.0 % admitted acquisition of talented workers.

Further, the data was tested to verify the research results obtained by the factor analysis, working with the identified variables. According to Anderson (2009, 2013), the calculated values in the factor analysis show the extent to which the newly created variable correlates with the original variables. In other words, the higher the variance value of the identified factor, the larger group of responses (variables entering the analysis) the factor collects and represents them on the basis of their common characteristics, similarities and behaviour. The results have identified 4 significant factors meeting the criteria laid down in the methodology. Tab. IV presents significance of the examined factors including educational methods used in agribusinesses by the percentage and their total sum.

The variance in factor 1 may be considered the most important one (39.727). In total, the two identified factors explain 52.611 % of the sample's behaviour or the possibilities of the resultant characteristics. Tab. V shows the factor analysis results of the questionnaire survey.

The first factor proves the importance of combining the individual human factor activities. It is a variable of acquiring talented employees (0.725), improving motivation and performance of existing employees (0.605), improving company's prestige (0.744), and helping build an employer brand (0.727). These agribusinesses place emphasis on how the enterprise is perceived by both the employees themselves (internal HR marketing) and potential employees in the labour

IV: *Resultant factors by the Varimax method*

| Factor | Total variance | Total % of variance | Cumulative % of variance |
|---|---|---|---|
| 1 | 3.973 | 39.727 | 39.727 |
| 2 | 1.288 | 12.884 | 52.611 |

Source: own survey

V: *Resultant factors by the Varimax method, benefits of AM in agribusinesses*

| Variables | Factor 1 | Factor 2 |
|---|---|---|
| **Retaining key employees** | 0.555 | **0.613** |
| **Acquiring talented workers** | **0.725** | 0.213 |
| **Improving motivation and performance of existing employees** | **0.605** | 0.425 |
| **Improving company atmosphere** | 0.278 | **0.683** |
| **Improving company culture** | 0.179 | **0.676** |
| **Improving company's prestige** | **0.744** | –0.076 |
| **Helping build employer's brand** | **0.727** | 0.212 |
| **Gaining a competitive advantage** | 0.224 | **0.598** |
| **Improving crisis management** | –0.211 | **0.673** |
| **Increasing business performance** | 0.390 | **0.487** |
| **Total % of Variance** | **39.727** | **12.884** |
| **Name of factor** | **HR marketing** | **Ensuring knowledge continuity** |

Source: own survey

market (external HR marketing). The first factor can therefore be called "HR marketing". The coefficients of the identified factors range from 0.605 to 0.744, which is a relatively high quality of the coefficients.

With regard to the constant negative development of the age structure of agricultural employees over a long period, the second factor ("Ensuring knowledge continuity") should be highlighted because it is crucial for agribusinesses to focus on the retention of key employees (0.613), who are bearers of knowledge and experience. These are usually small family farms, which support knowledge sharing between generations of employees. The second factor also includes conditions that influence knowledge sharing between generations, namely improving the company atmosphere (0.683) and company culture (0.676). Thanks to internal conditions and sharing knowledge between generations, a competitive advantage (0.598) can be gained, crisis management (0.673) can be improved and the performance of the entire farm (0.487) can be increased. The coefficients of the factors range from 0.487 to 0.676, which is a relatively high quality of the coefficients.

Concerning the second verification of the results related to the application of strategic trends by the respondents, 3 variables explaining in total 63.256 % of the sample behaviour or the resulting characteristics possibility were identified (Tab. VI).

Tab. VII presents the factor analysis results.

The first identified factor (Employee stability) emphasises the need to support development of all employee age categories and to support diverse teams. The first factor, which can be called "Employee stability", unites the surveyed agribusinesses that attach more importance to talent management (0.479), career management (0.551), age management (0.757), and diversity management (0.788). The coefficients range from 0.479 to 0.788, which indicates a higher quality of coefficients. The second factor emphasises the need to ensure the knowledge continuity, i.e. knowledge sharing between generations of employees. The factor consists of only one variable (0.941), which is, however, of a high quality.

Based on the obtained data it can be summarized that processes in the area of human resource management must be repeatedly improved and with respect of demographic situation increased importance of ensuring knowledge continuity. Usage HR marketing can support develop of modern trends in HR and can create employer branding in compliance with Maheshwari *et al.* (2017).

## DISCUSSION

Based on the results of Morawitzová (2012) and Bejkovský (2012), it can be concluded that employing workers aged 50+ is still unattractive for businesses in the Czech Republic and Slovakia, which also applies to the respondents. However, the issues of AM implementation must be addressed in the long term and must be dealt with in conjunction with the agribusiness's operation and strategy.

With regard to the respondents' views and in accordance with the research of Denzinger *et al.* (2016), Principi and Fabbietti (2015), Ilmarinen

VI: *Resultant factors by the Varimax method*

| Factor | Total Variance | Total % of Variance | Cumulative % of Variance |
|---|---|---|---|
| 1 | 1.770 | 35.402 | 35.402 |
| 2 | 1.020 | 20.408 | 55.810 |

Source: own survey

VII: *Resultant factors by the Varimax method, strategic trends in companies*

| Variables | Factor 1 | Factor 2 |
|---|---|---|
| **Knowledge continuity** | 0.065 | **0.941** |
| **Talent management** | **0.497** | 0.236 |
| **Age management** | **0.757** | 0.142 |
| **Diversity management** | **0.788** | –0.011 |
| **Career management** | **0.551** | –0.281 |
| **Total % of Variance** | 35.402 | 20.408 |
| **Name of factor** | **Employee stability** | **Retention of key knowledge** |

Source: own survey

(2011), we can state that employee knowledge and experience are important for the agribusinesses. Every sector is specific and includes specific procedures. It can be concluded that agriculture is a sector dependent on the performance of human labour and every error then affects the final product or service quality.

Individual employees do not work on all the products or services provided by the farm, and it is therefore important to pass on information, knowledge and experience on the sub-tasks in terms of improving the operation quality in all sectors. According to the managers/owners, knowledge and experience are important for all age categories of employees. In compliance with the results ofTošnerová (2002); Němec and Surynek (2014); Angeloni and Borgonovi (2016) or Vidovićová (2005) must be supported the cooperation of all age categories. It can be stated that 50+ employees have more complex knowledge and experience than the younger generation, but the latter one is familiar with trends and novelties and wants to take risks, which is in line with Collien *et al.* (2016) or Mohrenweiser, Zwick (2009) or Mullins (2018)

One can agree with the views of Principi and Fabbietti (2015), Ciutiene and Railaite (2015), Froehlich, Beausaert and Segers (2015), Marcaletti (2014), Wiktorowicz (2013) or Bejkovský (2012) that the AM application, not only in agribusinesses, represents a specialized approach to their management, which takes into account current demographic conditions to meet companies' goals in human resource management. AM is a hot topic to utilise the knowledge of employees concerned, to ensure continuity of their knowledge, to gain a competitive advantage, and a tool how to support and detect different age categories of employees in the workpace and how to reduce the negative manifestations of ageism. AM is potentially another possibility of utilising the human potential to maintain and increase the performance of the agribusiness with regard to future demographic trends.

Thanks to the support HR marketing and ensuring knowledge continuity, which was identified by the survey, the benefits from applying AM in agribusiness can show and can attract generation Y and Z to go to the agriculture area. It is very important to support cooperation between all employees' generation and support knowledge sharing which is in compliance with Hagenstad, Uhlenberg (2005); Denzinger, Backers, Job, Brandstätter (2016) and Collien *et al.* (2016) which are focused on age stereotypes reduce. The results of the Hitka *et al.* (2018) put accent on different motivation of every generation of employees. These differencies must be reflected in every company regardless of sector of economy or size of the company.With regard to the results obtained, the addressed agribusinesses are recommended:

- To continuously analyse their company culture and adapt it to current requirements of the agribusiness.
- To conduct performance appraisals of all age categories of employees to set their development and determine their development methods.
- To continuously analyse relationships between generations and eliminate conflicts in the workplace.

The proposed recommendations do not have to be large financial burden for agribusinesses. Some of the recommendations are feasible without relatively high effort and costs. Applying the recommendations and subsequent transformation in the perception of employing 50+ workers in the companies will positively influence their job performance, motivation and satisfaction. It can also be assumed that costs will be reduced and profits will increase. The employer's brand will be promoted and the life quality of the whole society will be improved. The importance of the topic is primarily a growing trend in agribusinesses where the management does not address the human resource ageing issues in conjunction with business strategy and operation.

## CONCLUSION

The topicality and importance of the age discrimination phenomenon is gaining strength under the influence of the global demographic trend when the population age is increasing and the number of 50+ people is growing primarily in agribusinesses. Therefore this topic is actual in this sector of economy. The labour market generally is age-differentiated and the total period of individual's presence in the labour market is determined by age, the position of different age groups in the labour market as well as in the individual sectors is also determined by age. Effective use of all workers' potential in the industry should therefore be a key human resource management strategy not

only for every agribusiness. This may be helped by the application of age management. Although the results have shown that only 25.1 % of the addressed agribusinesses apply age management and its application depends on the size of the agribusiness and the number of 50+ employees, the trend is positive. The factor analysis identified two groups of agribusinesses based on their approach to age management application, namely businesses that prefer "HR marketing" and those preferring "Ensuring knowledge continuity". The addressed agribusinesses consider the employee stability and key knowledge retention to be the greatest benefits in terms of strategic trends. The theoretical and practical benefits consist in the result presentation of primary research focused on the specific area, namely agriculture. The results have verified the benefits of the age management application in agribusinesses. It can be concluded that age management is a promissing tool for the development of every company of all sizes in all sectors. Age management has the potential to become a tool for developing the HR marketing and support of the employer's brand. A future research can be focused on the return on investment in age management in the category of 50+ employees and the analysis of the impact of application of age management on an employer's brand in agribusiness. Research limitation can be seen in its focus only on the Czech selected agribusinesses, but the identified factors can influence all companies in any country.

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