

# **INFLUENCE OF EMOTIONAL AND COGNITIVE ATTITUDES TOWARDS OLDER EMPLOYEES ON PERSONNEL DECISIONS**

**Otakar Němec – Alois Surynek**

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## **Abstract**

This paper shows how emotionally and rationally part of attitudes can influence in the decision making of managers. The existence of these attitudes can be expected in the normal and natural situations such as generational relationships in the workplace. As a result, attitudes can influence the type of personnel issues of recruitment and selection of potential workers and their evaluation and development. The executives are directly substituted by students of University of Economics, Prague as potential future managers in the presented research. Surveys tests to identify the attitudes and characteristics of personnel management decision situations were used. Survey was realized by written questionnaire in the March 2016 in classrooms of selected courses. The approximate number of interviewed students was 100. Relations between the emotional, rational component model attitudes and decisions are defined as hypotheses.

**Key words:** attitudes, personnel management, age management

**JEL Code:** M53, M54.

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## **Introduction**

Theme aging population includes a number of aspects, and each of them represents a serious problem in the convenient management organizations. Population aging is a demographic phenomenon affecting the economically most developed countries, but also relates to other companies. Description of the issue is included in numerous publications and policy today dealing with this problem within organizations is called age management. In this article, the authors document the impact of attitude on the application of age management.

### **1 Personnel management and age management**

Organization for Economic Co-operation and Development (OECD) announced a program 3 Ps (population, productivity and participation) - responding to the fundamental problems of

modern society. Population conceals the problem of aging, which affects most of Europe. Life expectancy is higher by 8 years in comparison with the situation 40 years ago in Europe (Jenkins, Poulston 2014). The negative effects of aging have association with the decreasing proportion working population aged 20-64 years.

Age management is simplified by creating measures to prevent discrimination against older people in the workplace and creating conditions for their application.

The problems of older people in the workplace are real. Job performance can be affected by lower performance in physical work, less manoeuvrability and reduced mobility, regeneration is more difficult and longer. Sensory perception is weakened, short-term memory is worse. Cognitive abilities evolve, however, depending on experience and the consolidation of life philosophy. Furthermore, older people can get into collision with younger because of differences in lifestyle and behaviour, and because of greater adherence to accepted values. Older workers have lower aspirations and less confidence, conversely, suffer more criticism to themselves. Harder and longer they learn new things and cope with changes (Ciutiene & Railaite, 2015).

The pressure of the labour costs of the employees seniority. The downside is that if wages do not correspond to higher productivity (Disney, 1996, p. 154). Morbidity and reduce the ability of older workers due to work injury is severe, see a higher number of lost workdays and longer time needed for recovery (Schwatka, Butler & Rosecrance, 2012).

A common objection is the inflexibility and unwillingness to learn new things (Boehm, Kunze & Bruch, 2014). Is the concept of conflict in communication between younger and older workers growing up on the basis of mutual prejudices. These are generally not actual objectively based difference, but the clash of opinions and beliefs.

Measures are rather at the social policy organization. Over the past twenty years came turnaround in official attitudes of employers towards this group. Significant differences in approaches are by sector (Taylor & Walker, 1994). Legislation actually have a big impact in eliminating discrimination against older workers (Banerjee & Blau, 2016). Managers also believe that the correct measures (such as flexibility harness etc.). Promote active aging in the organization (Silverstein, 2008).

Of course, aging is a biological and psychological process. It is a cultural and social phenomenon as well. Physical fitness and health are changed in the natural process of wear body under various loads, but they are also varied depending on lifestyle and personal care. The differences between individuals are magnified in the case of older people (Marmora,

2015). And individual differences between people or differences in social and cultural affiliation can override differences due to age.

Various general experience and supported by lifestyle leads to cultural and social perceptions of age. Ageing population of European countries clashes with the culture of the young powerful men who care about their fitness and health but also about their ability to work into old age. While the general idea of a young man executive implies the conscious marginalization really old people on the edge of the interests of employers when hiring new employees.

So far we have considered the situation in the labour market competition between older and younger workers. But the cases are that older workers are perceived as working reserves despite being in shortage of suitable young workers (O'Brien, 2016). In this case, the influence of organizational culture and general social conditions are evident. We're talking about the influence of organizational culture, as well as personal positive attitude of individual managers can be eliminated by a general negative attitude. Overcoming the stereotype is associated with a feeling discomfort for the manager.

Direct supervisors play a crucial role in age management (Hennekam, 2016). This, however, is that the specific activity of managers is not only efficient, and consciously controlled, but is influenced by the attitude (Belanger, Carriere & Sabourin, 2016). Attitudes are divided into folders tendency to act, cognitive and emotional. The cognitive stance promotes the rational evaluation of the work of older people based on knowledge, awareness, and experience of evaluator. But this does not exclude the impact of certain errors of thought or myths. Emotions lead to spontaneous reactions and open space prejudices and stereotypes. Knowing the sources of attitudes makes it possible to create measures to eliminate them. It is desirable, especially when detecting small proportion of rational thought in the formation of relationships, integrate information from the field of age management in the field of management education.

## **2 Attitudes, the structure of attitudes, influence of attitudes**

Attitudes generally defined Gordon W. Allport as a mental and neural state of readiness to respond. Currently authors distinguish three components of attitudes: affective, cognitive and behavioural. Affective component expresses emotional relationship to the subject's position. Human relationships are formed in accordance with what persons feel, what they intuitively estimate. Cognitive component reflects the degree of knowledge and a willingness to use this

knowledge to drive. Rational component of attitude means justify human behaviour a priori and a posteriori. The behavioural component of attitude is a tendency to conduct derived from the usual behaviour or a desire to behave in a certain way. Attitudes have adaptive function, they lead to act in situations that feels like new

Attitudes to older people are known as ageism. Ageism is "... a set of beliefs originating in the biological variation between people and relating to the aging process" and manifested "in the actions of corporate bodies, what is said by their lobbyists, and the resulting views that are held by ordinary aging people" (Bytheway, 1995, p. 14). Ageism is practically prejudices and stereotypes in view of an older man who is socially accepted. It has an negative impact on the employment of older people.

### **3 Hypothesis**

H1: The emotional component of attitudes affects decision-making in the human situation, choosing worker.

H2: The emotional component of attitudes affects decision-making in the human situation, assessing leadership skills.

H3: The emotional component of attitudes affects decision-making in the human situation, assessing options for further education.

### **4 Method**

Free The Matrix Emotional Intelligence Test - MEIT was used to identify attitudes. The test includes questions that identify the one hand, rational and also the emotional component of attitudes and trends component to behaviour. Furthermore, respondents were interviewed for possible decisions in the different personnel situations.

MEIT results and the results of a questionnaire on the situation of decision making were associated with each respondent and can handle these aggregated results.

The respondents were master's degree student at the University of Economics Prague. Respondents were selected self-selection, sample arisen at random. The purpose of the work was not to describe the attitudes of university students of business schools or simply the University of Economics Prague, but keeping track of the relationship between emotions and decision-making people in induced managerial situations. Therefore, a representative group of randomly selected respondent was not a precondition.

Balo polling carried out in 14 to 18 March 2016 in four groups of students. A total of 104 students were interviewed and all questionnaires were included in the process. Data processing software was used MS Excel.

## 5 Results

"Spontaneous" emotion was compared with defined situations (Tab. 1-4). The data are in the line frequencies (sum 100% in each row). Frequencies compared in rows show more differences between the compared groups.

**Tab. 1: Preference long or short professional practice**

You have to compile the project team and one person is missing, to be obtained from external sources. You will prefer workers with experience long or short when selecting a new person?			
My emotions generally have	Long	Short	$\Sigma$
a strong impact on the way I behave	53 (74,6%)	18 (25,4%)	71 (100%)
little or no impact on the way I behave	17 (53,1%)	15 (46,9%)	32 (100%)
$\Sigma$	70	33	103

Source: authors

**Tab. 2: Support for professional growth**

You choose the employee who has received training on the new technology, and after this training he will train their colleagues. It will be better and more worker younger or older? You choose which one?			
My emotions generally have	Younger	Older	$\Sigma$
a strong impact on the way I behave	46 (64,8%)	25 (35,2%)	71 (100%)
little or no impact on the way I behave	24 (82,8%)	5 (17,2%)	29 (100%)
$\Sigma$	70	30	100

Source: authors

**Tab. 3: Planning of managerial positions**

	Head of major department for the company will retire. A child who has over 50 years of age, has long been prepared to take his place. Young worker around 30 years, also calls for this place because he achieved significant success in implementing its first task. Which candidate should be appointed to the post of head according to you, the younger or older?		
My emotions generally have	Younger	Older	$\Sigma$
a strong impact on the way I behave	35 (50,7%)	34 (49,3%)	69 (100%)
little or no impact on the way I behave	17 (53,1%)	15 (46,9%)	32 (100%)
$\Sigma$	52	49	101

Source: authors

**Tab. 4: Tolerance to mistakes**

	Everyone makes a mistake sometimes, but tolerance is not the same errors of different people. Who is more likely to tolerate errors in work and in carrying out the task, according to you, older or younger person?		
My emotions generally have	Older person	Younger person	$\Sigma$
a strong impact on the way I behave	10 (14,9%)	57 (85,1%)	67 (100%)
little or no impact on the way I behave	11 (36,7%)	19 (63,3%)	30 (100%)
$\Sigma$	21	76	97

Source: authors

Differences line by frequency in the direction of confirming the emotional connection with the selection of younger people and in the direction of confirming emotional connection with the selection of the elderly. Content of the questions was apparently also taken into account. In two situations, emotional connection with the preferences of older or younger people showed.

## 6 Discussion of results

We believe that the current results cannot be concluded that the emotional side of attitudes have a significant impact on the application of age stereotypes. Respondents give different answers. The group with higher emotionality in negotiations is larger than the group in which emotions are emphasized. Yet even this group is large enough and we can assume that the question can identify appropriate types of behaviour.

Manifested behaviour in the foreseeable situations brings definite tendency in the responses that could be considered as a manifestation of stereotype. The answers in all cases are quite differentiated, but show a trend to prefer younger or older generations. Probably the content more problems interfering with the answers and the content may consciously respondent responded.

The results so far provide partial knowledge and based on it cannot confirm the initial hypothesis about the impact of stronger emotional component attitudes against rational component.

## Conclusion

The authors are studying the influence of attitudes on decision making in defined situations in this article. Specifically, they were focused on the influence of the emotional component on attitudes. The basic relationship the emotional side position and the defined situation was described in the three hypotheses: H1: The emotional component of attitudes affect decision-making in the human situation, choosing the worker. H2: The emotional components of attitudes affect decision-making in the human situation, assessing leadership skills. H3. The emotional components of attitudes affect decision-making in the human situation, assessing the options for further education. Because the preferences of people with identified emotional component of the attitudes are not clearly oriented to older or younger persons, you can input your assumptions for the time being rejected.

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## Contact

Otakar Němec

University of Economics, Prague, Faculty of Business Administration

W. Churchill Sq. 4

130 67 Prague 3

Czech Republic

[nemeco@vse.cz](mailto:nemeco@vse.cz)

Alois Surynek

University of Economics, Prague, Faculty of Business Administration

W. Churchill Sq. 4

130 67 Prague 3

Czech Republic

[surynek@vse.cz](mailto:surynek@vse.cz)