

AGEING – A CORPORATE PERSPECTIVE

Priya.P.S.,

INTRODUCTION

Witnessing the proverb "The tragedy of old age is not that one is old, but that one is young, elderly population has been avoided from every walk of the life by the younger generation. As the word "Senescence" in biology states that the process of growing older is the largest known risk factor for most human diseases, it is an inexorable one for all human beings. But while saying it a disease, there is a question that why it has become an acute syndrome only in this present modern world as it has its origin from when the life began on earth? There was a phase where we used to admire and accept our elders and gaze them as our visible god, also a custom of getting "Anugraha" from elders which means to get a jovial and salubrious life like them. But today no one cares for such an Anugraha rather they are thrown out of their families to "seva sadans" which actually plucked the root of every ménage which gave rise to the concept of "nuclear family"? The stress and toil which they have faced from their children, spouse, grand children etc is one of the major issue that made them grow older than their actual that force them to lead a scuffled life.

Apart from the problems that the elderly population is facing, this study deals with the ways through which a corporate revive an elderly person to be a self made from the distress of ageing. A corporate of any kind can enlighten their name in the society only through their hired hands. So to succor and perpetuate their well being is the arduous task of every consortium. This paper focus on to the ways through which corporates can call to maximize the utility of the aged workforce and to create a vigour in their minds to climb the peak of their life without effecting the sinful hands of ageing with proud and honor.

REVIEW OF LITERATURE

The sequence of stages through an adult progress is depicted in a five-stage model suggested by Greenhaus and colleagues. This model explains how can a orderly series of career stages is related to age ranges, and how a career can fix into a person's life. Organizational knowledge is absolutely critical to building, preserving and leveraging institutional excellence (Riasudeen.s. human resource development). As the former chairman Keki Dadiseth Hindustan Lever said that without employees no organisation can survive, corporates are trying to

contribute their best to retain their employees at any cost. Training imparts knowledge, increases skill and morale which determine the willingness to co-operate and the viability and flexibility that they gain from training helps to retain the employees even in the bad days of the organisation (Prasad.L.M.2003). As Henry Sims says that an individual employee selects their goals and implements the procedures to achieve his self-selected outcomes. A key priority for a socially responsible business is to develop and maintain strong and mutually beneficial relationships with its community. Businesses that take an active interest in community well-being that can generate community support, loyalty and good will. Businesses engaging in community relations or community involvement typically conduct outreach to the community aiming to prevent or solve problems, foster social partnerships, and generally contribute to the community quality of life. They also participate in community relations to help improve their business by getting valuable community and other stakeholder input. (Industry Canada, 2012)

CONCEPTUAL FRAMEWORK

Astonishing fact that in every sixty seconds our population is budding swiftly and parents are in search of jobs for their little ones right from their infancy. It is the dream of every parent to see their nippers in a good locale. But aren't we in a situation of loosing employment today? Rise in competition in the modern employment environment force corporate to screen efficient employees from the inept ones. As ageing is not something which occurs spontaneously rather it is counted from the very beginning when a child is conceived in his mothers gut. Thus it is a long term process that evolves many characters that come and go in a human life to make them sparkled. Corporate constitutes a major share in this because they provide employment to earn daily bread for a common man. As the employees spent a greater span of their life in the workplace, employers have to adopt strategies to maintain the employee's work life balance. As they grow older employees with no doubt have to face various ageing impediments. Serving employees to successfully commensurate with this becomes the duty of a caring firm. "Survival of the fittest" the slogan of these communities would have made a complex work atmosphere. But this atmosphere is really a sin in the career of employees who are less competent; of course each individual has their own merits and demerits. To deal with the shuffled

age group efficiently helps firms to get out of this complex workplace ergonomics.

The present study throws light to the strategies of corporate to overcome the effects of ageing of their employees and to make them stronger to lead a peaceful and healthier life as they pass through their second childhood.

RESEARCH QUESTIONS

1. How career stages of employees and their range of age can be connected?
2. How Human Resource policies help in the career development of employees after employment?
3. What are the training and social welfare activities undertaken by corporate to overcome the effects of ageing.

MATERIALS AND METHODS

In order to fulfill the objectives mentioned above, deliberately, some corporates in the Ernakulam region was chosen, owing to its corporate importance. The respondents were surveyed with the help of a structured questionnaire after conducting the pilot survey and some informal discussions were also added information's for the study. As a part of collection of data from secondary source various trade journals and magazines were collected. Other relevant information's were gathered from booklets and brochures from the said organizations.

ANALYSIS AND DISCUSSIONS OF RESULTS

I. Career stages and Ageing

Stage 1: Linking of career stages and range of age (Age 0-18)

A well framed educational background leads to success of every human. Like the saying "Education is the most powerful weapon which you can use to change the world" it is the prime power to success. It is at this stage the necessity for education arises. The major task during this period inculcates framing an idea of occupation and assessing possible opportunities to get entry into the same. The study reveals that though the decisions may change in the future, a strong basis of employment is made under this stage. Psychologically it can be said that structural framework of the mindset for an occupation is commenced under the present level.

Stage 2: Organizational Ingress (Age 18-25)

By reviewing traditional models of career development it was realized that at this stage the individuals picks a job which they are fond off. The usual obstacles in this stage that the individual faces are the:

1. Challenges encountered in getting a job
2. The disparities between initial expectations and organizational realities.
3. The psychological adjustment of an employee with his or her organization.

To cope up with this situation firms are conducting job fairs, site registrations, campus recruitments, recruitment through employment exchanges, recommendations from officials etc. These organizations do makes attempts to conduct job fairs at predetermined places where publicity is given through medias and a group selected as interview panel will visit the concerned place and make recruitments directly which is a great relief to the unemployed.

Usually disabled persons are ignored out of these sessions but the study reveals that there is a place for the disabled too, now the corporates are willfully creating places for the disables and the workplace ergonomics are adjusted according to their percentage of disability. This makes a sense of pride and self esteem for these persons who are usually thrown out of employment which in turn create a sense of engagement towards such firms.

Stage 3: The primitive career (Age 25-40)

Employee expectations	Pursuing his /her life dream
	Establishment of the career
	Financial stability
	Selecting and skipping on to the dreamed.
Employer Assistance	Making aware of the company and its policies.
	General information about their departments.
	Insisting soft skills training considering the age factor.
	Promoting positive work culture and team work.
	Rewards and recognitions.

From the above table it is clear that this particular stage can be called as a turning stage of an employee's life. Owing to the transitional stage both physically and mentally employees impulse themselves for development and find a place in the organisation to pursuit their dreams. All the challenges like technical competency, adherence to the oraganisational culture etc are there before them but still they strive to fulfill their dreams.

It is at this stage the employers join their hand with their employees. Some activities contributed by the employers is to assist them with

initiative forums to develop their incitements, industrial visits to develop their corporate knowledge, soft skills training to make them competent in the engineering side, rewards and recognitions to boost up their efficiency and creativity, framing new policies which makes them optimistic etc. These strategies from the part of the employer help the employees to premit about their physical and mental difficulties and to sustain within the organisation.

Stage 4: The interim career (Age 40-55)

Employee Expectations	Modification of dream
	Choices between alternatives
Employer Assistance	Plateaning
	Obsolescence
	Make Better position & increasing responsibilities.
	Helping to cope up with technical & physical changes.
	Platform to discuss employees feelings with management.
	Active participation in management.
	Special care of employees health.

As discussed above this is the most delicate stage that spots the physical and emotional transition of an individual which requires a sensitive handling. Today employers are giving due importance and care to develop strategies to support their employees that gives them an emotional support which force them to get much attached with the organisation. In spite of their illness this forces them to work for the organisations. To be productive, every individual have to face or resolve these challenges which in turn drives them away from frustration and stagnation.

Stage 5: The Defunct career (Age 55 – retirement)

Employee Expectation	Pre & Post retirement benefits.
	Self-esteem & productivity.
Employer Assistance	Life after retirement
	Attitudes of society
	Managing pension funds, Exit interview, Voluntary pension schemes etc.
	CSR initiatives by employers.
	Special training sessions and forums for aged employees.
	Discussions with management.
	Inculcating competency to face society.

Retirement brings many emotional, physical, financial and societal changes among employees. To be a successful employer each and every corporate has to adopt strategies to support their employees in their pre and post retirement lives. As the study reveals today in the complex employment environment every corporate gives at most significance to their senior employees and they are treated as "eyes of organisation". To remain fruitful at this age many offers like yoga sessions, gymnasiums, check up camps such as free body composition, free eye check up camps etc is conducted nowadays. A small hospital set ups with an ambulance inside the premises make them feel secure since they are exposed to risk of ageing.

Rather the csr initiatives like contributing free food and clothes to orphanages, spending time with the foundlings, offering free medical checkups for society, planting trees on road sides, rain water harvesting , donating blood by employees, giving training sessions to the younger ones who are in the same fields, beach cleaning by employees , providing houses for the poor etc. creates a feeling of delight and self assurance to the employees to work with the firm and also make them powerful to make a happy life after retirement.

II. HR Recruitment Policy Analysis

Most of the present recruitment policies are adhered to a common traditional system of recruitment. Corporates who focused a shift from the above seemed to sustain in their fields. That is to recruit the applicants best suited to the positions they seek to fill. Right from the recruitment stages this policy to be maintained to have a right employee at their finger tips. As early said the persons with disability should also be considered to illuminate their life without frustrations. The aspects like gender, sex, marital status, colour, race etc should not be considered while making a selection since it may exclude a right and competent person.

III. Social Welfare Activities for Employees

The csr initiatives undertaken by the companies are a notable footstep to overcome ageing, as it would induce dignity in the mind of employees towards the organisation. Many firms try to promote agriculture in their premises with the support of their own employees which in turn tune their mind set to earn a living through the same in their post work life. These activities creates, develops a good citizen with mercy and care for the society.

DISCUSSIONS

Skilled workers, no doubt they are the real makers of a good corporate. As meant skilled worker can be one who has passed his retirement, doesn't matter if he is least affected by ageing he can be called for a reappointment which is actually what employee empowerment is. Recruitment policies of course make a big move in the life span of employees which should be flexible enough to accept the changes. As the pre retirement counseling's and workshops will accelerate a lot to the employee needs, the social initiatives moves an employee to be energetic and enthusiastic which will not make an elderly group a headache to their younger generation as they move from "Nursing Bottles to walk sticks".

REFERENCE

- Sengupta Debashish., & Ramadoss,S.(2011). "Employee Engagement." Biztantra, Delhi.
- Achar Ananthapadmanabha.(2013). "Evaluation of Training and Development Practices in SMEs: An Empirical Study." Indian Journal of Management, Delhi, pp.19-29.
- Pandu,A., Hussain Galib Mohammed.(2012). "Relation between Job Attitudes and Attrition: An Exploratory Study on Information Technology(IT) and Information Technology Enabled Services (ITeS) Sector Employees in India." Prabandan: Indian Journal of Management, Delhi, pp.24-33.
- Generation Justice, *Pallikudam*.(July 2013),, Rajagiri Media Publication, Kochi, pp.08-12.
- Gupta,K.Sashi., & Joshi Rosy.(2002). "Human Resource Management." Kalyani Publishers,New Delhi.
- Dessler Gary.(2003)."Why Employee Safety and Health are Important." Human Resource Management, Pearson Education Pvt. Ltd, New Delhi, pp.428.
- Aswataappa,K.,(2008)."The e-HR". Human Resource Management text and cases, Tata Mc Graw -Hill Publishing company Ltd, New Delhi, 29(1), pp.690-700.
- Diwan Parag & Aggarwal,N.L.,(1998)."Organization Development." Personnel Management, Excel Books, New Delhi, pp.149-56.
- Dwivedi,S.R.,(1979)."Communication Sequence." Human Relations and Organisational Behaviour- A Global Perspective, Macmillan India Ltd, New Delhi, 10(2), pp.381-388.
- Desai Vasat.(1992)."Basic Problems of Women Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai, pp.108-120.
- Saiyadain,S.Mirza.(1988)."Internal Mobility." Human Resource Management, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi. pp.305-320.
- Chopra,K.Rakesh.(1989)."Professionalization of Human Resource Management." Management of Human Resources, Kitab Mahal. Allahabad, pp.14-18.
- Dr.Balakrishanan,Lalitha.,&Sreevidhya,S."Quality of Working Life." Human Resource Development, Himalaya Publisher, Mumbai. pp.128-146.
- Robbins,P.Stephen.(2004)."Foundations of Individual Behaviour." Organisation Behaviour, Prentice-Hall of India Pvt. Ltd, New Delhi. pp.37-43.
- Roa,Subba.P.(1996)."Whom Do You Satisfy? The Young or Old?." Essentials of Human Resource Management and Industrial Relation, Himalaya Publishing House, New Delhi. pp.438.
- Tripathi,C.P.(1978)."Factors Influencing Workers Participation." Personnel Management and Industrial Relations, Sulthan Chand & Sons, New Delhi. pp.488.
- Pareek, Udhay.(2004)."Sources of Conflict." Understanding Organisational Behaviour, Oxford University Press, New Delhi. pp.340-353.
- Seetharaman,S., & Prasad,Venkateswara.B.(2007)."What Causes The Need for Counselling." Human Resource Management- Empowering Minds and Nation, Seitech Publications(India) Pvt. Ltd, Kolkata. pp.17.9-17.13.
- DR.Verma,M.M."Self Directed Learning." Human Resource Management Development, King Books, New Delhi. pp.150-164.
- Sheikh,M.A.(2003)."Need for Management of Time." Human Resource and Management, S.Chand & Company Ltd, New Delhi. pp.221-226.
- Roa,P.S.V., & Narayana,S.P.(1986)."Why Managers Study Perception." Organisational Theory and Behaviour, Konark Publishers Pvt. Ltd, New Delhi. pp.331-333.
- Bratton John., & Gold Jeff.(2007)."Rebuilding Trust and Voice." Human Resource Management Theory and Practice, Pa Igrave Macmillan, New York. pp.559-562.
- Dr.Kaila,L.H., & Dr.Ravishankar,S.,, Dr.Mishra,K.R.(2003)."Dealing with Absenteeism in Industry." Human Factors in Organisational Management, Himalaya Publishers, Mumbai. pp.82-99.
- Batra,S.G., & Dangwal,C.R.(2001)."New Issues in Organisational Development." Human Resource Management New Strategies, Deep & Deep Publications. Pvt. Ltd, New Delhi. pp.65-72.
- Dash,Sadhana.,& Aswathappa,K.(2008)."Ethics and Social Responsibility." International Human Resource Management Text and Cases, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi. pp.294-306.
- Roa,V.T.(2003)."Resource Requirements for Making Human Resource Work." Future of Human Resource Development, Macmillan India Ltd, pp.130-135.
- Chhabra,N.T(2000)."Job Evaluation." Human Resource Management, Dhanpat Rai & Company, New Delhi. pp.293-310.
- Sigh,K.V.(2009)."Certifying HR Professionals." Human Resource Management, Essential Book, pp.214-223.
- <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-6486.2006.00580.x/full>
- <http://link.springer.com/article/10.1007/s10522-009-9256-9#page-1>
- <http://www.emeraldinsight.com/doi/abs/10.1108/13620430810860512>
- <http://cirrie.buffalo.edu/encyclopedia/en/article/189/>
- http://journals.lww.com/copsychiatry/Citation/1999/07000/Active_ageing_makes_the_difference.12.aspx
- http://www.tandfonline.com/doi/abs/10.1080/13439000600697621#.VND9TC58v_s
- <https://www.ic.gc.ca/eic/site/csr-rse.nsf/eng/rs00592.html>