

Age Management Principles in Czech Agrarian Sector

H. Urbancová¹, T. Hlavsa²

¹ Department of Management, Faculty of Economics and Management, Czech University of Life Sciences in Prague, Czech Republic

² Department of Statistic, Faculty of Economics and Management, Czech University of Life Sciences in Prague, Czech Republic

Anotace

Moderní koncepce Age Managementu se v rámci celé ekonomiky zaměřuje na to, aby každý pracovník měl možnost využít svůj potenciál a nebyl znevýhodněn kvůli svému věku. I když je tato oblast důležitá z hlediska současného demografického vývoje, ne všechny podniky její opatření využívají. Článek se proto zaměřuje na identifikaci a zhodnocení využívání Age Managementu v českých zemědělských podnicích. Analyzovaná data byla získána na základě kvantitativního výzkumu pomocí dotazníkového šetření sběru dat (celkem podniků: n=315, zemědělských podniků: na=60). Z výsledků vyplývá, že v rámci českých zemědělských podniků se opatření Age Managementu ještě v současné době zcela nevyužívají. Jedním ze závěrů článku je, že pomocí opatření Age Managementu lze ze společenského hlediska zlepšovat situaci na trhu práce a produktivitu práce, podprovat mladé lidi, aby pracovali v zemědělství, a v neposlední řadě na organizační úrovni budovat značku zaměstnavatele. Aplikace Age managementu působí na výkon zaměstnanců, ale také na celkové snižování nákladů a zvyšování zisku.

Tento článek vznikl za podpory celouniverzitního grantu ČZU – CIGA, číslo 20141002 - Budování značky zaměstnavatele pomocí nových strategických trendů v organizacích v České republice.

Klíčová slova

Age Management, vývoj demografie obyvatelstva, zemědělství, náklady, Česká republika, výzkum.

Abstract

Within the frame of the entire economy, the modern conception of Age Management enables each and every employee to use their full potential without being put at a disadvantage for age reasons. Despite the fact that this area is important in terms of current demographic development, there are organisations that do not implement its measures. The article therefore concentrates on the identification and evaluation of Age Management application by Czech agricultural businesses. The data analysed was obtained based on a quantitative survey in which data was collected by means of a questionnaire survey (total companies: n=315, agricultural businesses: na=60). The outcomes show that Czech agricultural businesses are not quite familiar with the application of Age Management measures. One of the conclusions of the article is that from the social point of view Age Management measures may help improve the situation on the labour market, labour productivity, encourage young people to work in the agricultural sector and, last but not least, build, on the organisational level, an employer's brand. Application of Age Management causes on the employees performance but also on the costs reduce and profit increase.

This contribution is a follow-up to the project of University – wide internal grant agency (CIGA), number 20141002 - Human resource branding using of the new strategic trends in organisations in the Czech Republic.

Key words

Age Management, demography development of population, agriculture, cost, the Czech Republic, survey.

Introduction

At present, Age Management represents a method of management that takes into account the age of employees that work in the organisation (Cimbáliková et al., 2012). The main goal of this idea is to support a comprehensive approach to the demographic situation which is not (in the Czech Republic but also elsewhere) very optimistic in any of the economic sectors (Bejkovský, 2012). Čadil et al. (2011) states that the number of young people to be employed in the future will continue to decrease in the Czech Republic while the number of the elderly (50+) will grow significantly (Smrčka, Arltová, 2013). Age Management therefore stresses that employing older people has its advantages and in this context it also deals with demographic changes at the workplace (Ng, Law, 2014). With respect to the above said, it is evident that the conception of Age Management is important not solely at the social level, but also at the organisational level. According to Cimbáliková et al. (2012), the principles on which Age Management is based may be briefly summarized into four preconditions: (1) to have good knowledge of the age structure of employees within the organisation; (2) to place emphasis on fair approaches to ageing; (3) to take into account the individuality of each employee; and (4) to encourage variety or strategic thinking.

Age Management is a way of management that is suitable for all economic sectors, i.e. all business fields. In the Czech Republic, one of the areas that has been long characterised by an unfavourable age structure of labour is the agrarian sector. The data issued by the Czech Statistical Office (2014; 2011, hereinafter CSO) reveals that the agrarian sector needs to undergo a speedy generational change and to improve the quality of labour in compliance with the growing demands for the quality of production. According to Fukan (2011) and the CSO (2011), this refers in particular to the low percentage of young employees and, on the other hand, the high percentage of employees at pre-retirement age. The CSO (2011) states that there are significant differences also when compared with the age structure of employees across all sectors of the Czech national economy and, last but not least, when compared with employment in agriculture in some developed EU countries. Statistical data shows that the development is not positive and that the success of the generational change in this sector is jeopardised. The competitiveness of Czech

agriculture is also endangered due to the decreasing capacity of the sector to implement the latest knowledge and innovations.

The objective of the article is thus to identify and evaluate the application of Age Management in Czech agricultural businesses. A partial goal is to test dependencies between the preset qualitative features, to summarise the advantages of its application at individual, corporate (agricultural business) and social levels and to propose recommendations for agricultural businesses.

The first part of the article presents the theoretical background together with comparisons of secondary resources. The Results and Discussion chapter includes an analysis and a synthesis of the survey targeted at Age Management in the agrarian sector in the Czech Republic. The chapter also contains a comparison of results with results of similar surveys conducted abroad and draft recommendations.

Theoretical background of the work

According to the European Age Management network (2007) the term “Age Management” is frequently used in today’s developed societies, however, no agreement has been reached when it comes to a common definition. This is also due to the fact that it covers a wide range of areas (Cimbáliková et al., 2012).

According to the European Age Management network (2007), the content of the conception observed may be defined at three levels: social and political; corporate; and individual. Kociánová (2012) adds a fourth level – i.e. collective. When it comes to their definition, it may be said that for each of the above-mentioned levels the objective is to define a strategy (procedure) to achieve benefits for each defined group. These levels may be defined as follows:

1. Individual level: strategies at this level concentrate on individual employees and relate to work skills, health and the quality of life, social relationships and benefits that older employees bring to organisations (Ng, Law, 2014; Cimbáliková et al., 2012; European Age Management network, 2007).
2. Collective level: these are strategies built on collective dialogue between trade unions and employers (Kociánová, 2012).
3. Corporate level: strategies are proposed on a corporate level and deal with retaining skills and labour, knowledge transfer, human resources management techniques,

and modifications of organisation of work and working hours (Cimbálníková et al., 2012; European Age Management network, 2007).

4. Social level: these strategies are developed by governments of individual countries within the frame of the following topics: active ageing, health and life quality improvement, reducing pension costs, and health and social care (Cimbálníková et al., 2012; European Age Management network, 2007).

The above shows that the scope of the conception is rather broad and crosses individual pillars of economy, i.e. people who are knowledge carriers and teams that co-operate to create values and contribute to a company's performance and, last but not least, contribute to the well-being of society as a whole.

In compliance with the above said in 2013 the Quality Assurance Authority of the Czech Republic and the Czech Society for Quality (2014) started to encourage organisations to apply, on a permanent basis, the principles of Age Management and therefore introduced the Award for the application of Age Management in businesses in the Czech Republic. This is a response to the activities of the European Union which designated the year 2012 the European Year for Active Ageing and Solidarity between Generations. The competition stresses solidarity between generations and its positive impacts on society, civil life, entrepreneurial environment, and public administration in harmony with the principles of the National Positive Ageing Strategy (Ministry of Labour and Social Affairs, 2013). Although, with respect to current demographic development, employee ageing is a topical issue for all companies, and the article focuses primarily on the corporate level in the area of agriculture, i.e. the application of Age Management conception in the agrarian sector.

According to the National Training Fund (2014) agriculture is one of the sectors of the Czech economy employing people having a higher average age and in the long term has failed to attract young people. The percentage of employees under 30 has decreased by half; on the contrary, the number of employees over 60 years old has increased by 50% in the course of the last 10 years (CSO, 2014). The data also shows that more than two fifths of employees are over 50. At present, agriculture

is perceived as an industry with a relatively lower employment perspective and the overall employment in this sector is expected to decrease, according to the CSO (2014), by one third by 2020 compared to the year 2008. Its share with respect to the overall employment in the entire economy is expected to be 2.45 %. According to the CSO (2014) this figure roughly corresponds to the current share of this sector in overall employment in developed West European countries.

Agriculture lacks certain professions and in the coming years the sector is going to undergo a change in qualification structure. New trends will support demand for workers with higher or broader qualifications (e.g. the growth of ecofarms and the development of agrotourism) and the demand for employees with completed secondary or tertiary education is likely to increase (National Training Fund, 2014).

A similar development is expected also in forestry professions. These are still characterised by a large share of manual work, which is going to change due to the development in mechanisation. Forestry, like agriculture, is characterised by lower demands for qualified labour, but this is also likely to change, at least partially, in the future years. Apart from the requirement of having knowledge in forestry combined with the ability to master more modern technological processes, the importance of ecological knowledge is also likely to grow. Professions with such a qualification structure will be increasingly important to maintain environmental stability and forest biodiversity (National Training Fund, 2014, Czech Quality Assurance Authority, 2013).

In compliance with the CSO (2014) Krutílek and Kuchyňková (2006) state that the adverse age structure in agriculture and forestry is a result of a greater number of factors which include the following:

1. The transformation process led to the outflow of unused, but also qualified labour and the production of resources for the development of agricultural businesses was significantly limited. While at present agriculture is witnessing production modernisation, the deficits in qualified labour still persist (Krutílek, Kuchyňková, 2006).
2. One of the most important factors is the prevailing lower income, i.e. wage level which does not correspond to the general demandingness of work

in agriculture (hard manual work, longer working hours, seasonality, conditions and circumstances at workplaces in animal and plant production, etc.). In combination with wage disparity the sector lacks attractiveness or young and qualified people. Lower wages in agriculture have a close connection to financial results of businesses (average monthly wage CZK 18.815 in agriculture in comparison with national average value CZK 24.806, CSO (2014)). On the other hand, the requirements for labour qualification and quality in agriculture continue to grow, primarily due to technical and technological development. Agricultural businesses, however, have difficulties to recruit such employees (National Training Fund, 2009).

3. Agriculture is not undergoing a generational change to a sufficient extent and is characterised by “conservative” behaviour of the older agricultural generation (Krutílek, Kuchyňková, 2006).

In particular these deficits in the area of human capital are a result of an insufficiently innovative approach which manifest themselves, among other things, in an inappropriate ratio of costs and benefits that are revealed by surveys targeted at the identification of the level of diversification of the European agriculture. Surveys focusing on the educational structure of farm owners also disclosed that it is farm owners under 40 who tend to practise more significant diversification, demonstrate the ability to accept and adopt new technologies and practices and also support more environmentally friendly farming and who, in the majority of cases, also have higher education (often including some specialisation) rather than the category of owners over 40 years old (Krutílek, Kuchyňková 2006).

With respect to the above said it may be concluded that no major changes for the better can be seen. Agriculture has a significantly more unfavourable age structure than the rest of the national economy. While it employs a much lower number of employees under 30, the number of employees over 60 employed in agriculture amounts to almost double (CSO, 2014; National Training Fund, 2014).

The unfavourable age structure of employees together with low wages in agriculture (average monthly wage CZK 18.815, CSO(2014)) represent a long-term problem which continues to grow

with the increasing pressure to speed up the generational change due to the strong representation of employees of higher age categories who are about to retire. Therefore the following assumptions (A) have been defined for the practical part of the article:

- A1: Agricultural businesses in the Czech Republic do not apply Age Management as a management method.
- A2: Agricultural businesses in the Czech Republic do not plan to apply Age Management.

The above assumptions are to be verified in the practical part of the article based on the execution of a primary survey.

Materials and methods

The article has been drawn up using scientific methods, in particular logical methods, such as analysis, synthesis, induction and deduction. The theoretical background was based on analysis of secondary sources, studying the scientific papers and literature about Age Management and Human Resource Management.

The primary data analysed has been obtained by means of a quantitative survey using a questionnaire technique of data collection in organisations in the Czech Republic operating in all economic sectors (according to the CZ-NACE). The selection of organisations was intentional. The sample group consisted of 315 organisations. Companies were contacted based on the following two criteria:

- Sector of economy (15% from the primary, 15% from the secondary and 70% from the tertiary sectors, which reflects the structure of Czech economic entities within industries according to the CSO).
- Size of the business according to the number of employees: 65% of small, 20% of mid-sized and 15% of large organisations (which reflects the structure of business entities according to their size across industries in the Czech Republic according to the CSO).

Only one respondent per business was contacted. On behalf of the organisation, the questionnaire was completed by a respondent who holds a managerial position (has at least one direct subordinate), e.g. human resources manager; a person who

deals with human resources management within the organisation in question; a line manager; company owner; or a person holding a position in the middle or higher management of the organisation.

By 15 May 2014 315 organisations participated in the questionnaire survey:

- Based on economic sector: 19.0% from the primary, 16.5% from the secondary and 64.4% from the tertiary sectors,
- Based on the size of the business according to the number of employees: 55.9% of small, 25.1% of mid-sized and 19.0% of large organisations.

As of 15 May 2014 60 businesses operating in the agricultural sector took part. As regards the size of the business according to the number of employees, the structure was as follows: 63.3% of small agricultural businesses (up to 50 employees), 28.3% of mid-sized agricultural businesses (51 to 249 employees), and 8.3% of large agricultural businesses (over 250 employees).

A total of 95% of these businesses were Czech entities, only 5% of the responding businesses were entities with major foreign participation (3 businesses). The majority of contacted agricultural businesses were from the Central Bohemian region (36.7%), Prague (20.0%) and the Ústecký Region (13.3%). Other regions are represented by 2% on average.

To evaluate the outcomes of the survey methods of descriptive statistics (absolute and relative frequency, testing of independency between set qualitative characteristics and power dependency measures) have been applied. The Pearson's Chi-square test and Cramer's V have been applied. Authors have based the decision about the test results on the p-value. If the p-value calculated by means of the χ^2 test (Pearson Chi-Square) was lower than the selected level of significance $\alpha = 0.05$, null hypothesis about independency was rejected. The analysis was carried out using the Microsoft Excel 2013 statistical software SPSS 21.

Results

This chapter contains evaluation of the data, their interpretation and recommendations. It is structured into the two sub-sections; the assessment of the current situation of Age Management

in the Czech companies in agriculture. The section "Results" is followed by the discussion and conclusions which summarize the most important recommendations from the evaluated results.

The results show that at present only 32.7% of businesses addressed (n=315) undertake Age Management activities, out of which (na = 60) 26.7% (16 businesses) were agricultural businesses. It is therefore possible to state that the majority of agricultural businesses do not implement Age Management. The survey was thus targeted at identifying the reasons for the above said. The reasons determined are shown in Table 1. Respondents were allowed to mark more than one reason.

Reasons	Absolute frequencies
Age Management is not important for us	19
It's application is difficult	11
We do not have specialists in this area	23
It is not a part of organizational culture	8
Others	6

Source: own survey

Table 1: The reasons why the agrarian companies do not ensure Age Management

The largest number of representatives of agricultural businesses mentioned they did not dispose of specialists in the given field. This was because they were predominantly small businesses lacking a human resources department or a sufficient number of line managers who would deal with these issues. They also found the application quite difficult which, however, could be solved by studying relevant manuals which had been developed within the frame of the Human Resources and Employment Operational Programme or a consultation with specialists who concentrate on this area. The total of 19 agricultural businesses (out of 60) did not find this area important. The situation, however, might change with the demographic development of the population. Organisational culture was also a limiting factor. If the organisational culture does not support Age Management strategies (employing people aged 55+), it is merely impossible to implement the conception in an agricultural business.

On the other hand, it must be said that 26.7% of agricultural businesses (12 businesses) that do not currently apply Age Management stated that they planned to implement Age Management activities.

This is due to the fact that the demographic development and the National Action Plan or the surveys conducted abroad (Cimbáliková et al., 2012) emphasise the necessity to adapt work processes to the risk group aged 55+ and to support co-operation of young and older employees. The future implementation of Age Management in agricultural businesses according to the organisation's size is shown in Table 2.

Category	Absolute frequencies
up to 50	6
51 - 250	5
251 and over	1
Total	12

Source: own survey

Table 2: Application of Age Management in the future (until 2 to 3 years) by the size category

Agricultural businesses that conduct Age Management activities stated that 75% were conducted intuitively since they did not dispose of the set of measures and the systematic approach to follow. In total, 25% of organisations in agriculture apply a set of systematic measures arising from the National Action Plan supporting positive ageing. The responsibility for Age Management activities undertaken in this area falls, in the majority of agricultural businesses, on middle or higher management including the owners of the businesses (62.5%, 10 businesses), the human resources department 31.3% (5 businesses) and line managers 6.3% (1 business). In all large agricultural businesses analysed (having over 250 employees) the responsibility for the given area lies with the department of human resources management, which is in compliance with Koubek (2011), who stresses that even mid-sized businesses, regardless of the industry in which they operate, should have a human resources department established specialising in individual personnel activities.

With regard to the data from the Ministry of Agriculture stating that agriculture employed approximately 141 thousand people in 2004 and that this figure has been decreasing since the 1990s, the age structure of employees in the agricultural business in question (Table 3) has been examined, in particular in the most critical category (55+). Age Management focuses primarily on this category.

Category	Absolute frequencies	Relative frequencies
0 - 5 %	16	26.7
6 - 10 %	6	10.0
11 - 15 %	8	13.3
16 - 20 %	6	10.0
21 - 30 %	9	15.0
31 - 40 %	7	11.7
41 - 50 %	4	6.7
51 % and more	4	6.7
Total	60	100.0%

Source: own survey

Table 3: Structure of employees in agrarian companies in category 55+.

Based on the results it may be summarised that the majority of businesses monitored have a low percentage of employees aged 55+, which is also due to the demandingness of work in agriculture, the emphasis on increasing employee qualifications, etc. Since the level of employee turnover is rather high due to the fact that young people leave and agriculture faces a lack of labour, it is necessary to stimulate employees adequately to make them stay in the sector. Employees that leave agricultural businesses the most are workers aged 18 and 30. These results are in line with the statement of Krutílek and Kuchyňková (2006) that there is insufficient generational change in agriculture and the older generation of workers employed in agriculture behaves conservatively. A detailed structure of employee turnover in the given businesses is shown in Table 4.

Category	Absolute frequencies	Relative frequencies
18 - 30 years old	38	63.3
31 - 44 years old	10	16.7
45 - 56 years old	6	10.0
57 years old and older	6	10.0
Total	60	100.0%

Source: own survey

Table 4: Employee turnover in age employee category.

Employees in agricultural businesses are, according to the Czech-Moravian Confederation of Trade Unions Portal (2014), the most loyal employees in the Czech Republic. Surveys show that the lowest turnover is in agriculture (13.3 years in one position) and public administration (12.4 years). On the contrary, jobs are most frequently changed in fields such as business

(8.7 years) and science or rather research (6.8 years). Agricultural employees who decide to leave are usually graduates and young people under 30 who wish to gain experience in a more attractive industry. One of the most important reasons for leaving is the average salary in agriculture, which is also confirmed by the CSO (2014) and the National Training Fund (2009).

When identifying factors that might influence the application of Age Management in businesses, the following statistical hypotheses have been verified:

1. Age Management application is not dependent on the sector in which the business operates.
2. Age Management application is not dependent on the size of the business.

Contingency tables that show the frequency of combinations of individual categories have been developed for both hypotheses (see Table 5 and Table 6).

Sector	Age management implemented		Total
	Yes	No	
Primary	16	44	60
Secondary	17	35	52
Tertiary	70	133	203
Total	103	212	315

Source: own survey

Table 5: Application of Age Management by sector.

It is evident from Table 5 that roughly one third of responding businesses, regardless of the sector, apply Age Management. When paying more attention to individual sectors, one third of businesses in the secondary and tertiary sectors apply Age Management, and in the primary sector it is only about 27%.

Number of employees	Age management implemented		Total
	Yes	No	
up to 50	55	121	176
51 - 250	21	58	79
251 and over	27	33	60
Total	103	212	315

Source: own survey

Table 6: Application of Age Management by the size category

Table 7 contains the results of dependency testing. It has been verified the dependence of the application of Age Management on the sector in which the business operates and the size of the business measured by the number of employees. In both cases the null hypothesis on independence was tested by means of the Chi-Square test. In neither of the cases the hypothesis was rejected since the p-value in both tests (0.526; resp. 0.060) exceeded the significance level of 5%. It is possible to state that the application of Age Management at the 5% significance level is not dependent on sector or the size of the business.

Tested factor	Chi-square test criterion	Number of degrees of freedom	p-value
Sector	1.286	2	0.526
Size category	5.637	2	0.060

Source: own survey

Table 7: Testing of dependence of Age Management implementation on selected factors.

Based on the results of the test it is possible to summarize that:

- A1: Agricultural businesses in the Czech Republic currently do not apply Age Management as a method of management.
- A2: The majority of agricultural businesses in the Czech Republic which do not apply Age Management want to apply it in the future (within the period of 2 to 3 years) bearing in mind the demographic development of the population.

Based on the survey conducted it is possible to summarize the problems and opportunities of Age Management application for an employee as such, for the given agricultural business and the entire society. Table 8 shows means and possible solutions to achieve the set goals in the given area.

Surveys, for example Bejkovský (2012) or Cimbálníková et al. (2012), state that for organisations in the Czech Republic it is currently rather unattractive to employ people over 50. It is connected with the fact that businesses need to develop special conditions for these employees and not all businesses are ready for this.

Discussion

On the basis of the survey carried out, comparison with similar surveys and the current situation

Interest area	Problems and opportunities	Means and solutions	Goals and results
Individual	Work ability Work motivation Unemployment Competencies	Continuous learning/training, support universities of the third age. Support Age management and knowledge transfer from generation to generation (ensuring knowledge continuity). The use of flexible forms of employment and working hours in companies.	Competitive advantage in the labor market.
Agriculture company	Workforce ability Competitiveness Labour productivity	Change attitudes to aging, effectively use all the workforce to adapt to trends in the organisation of working hours and forms of employment with emphasis and requirements of individuals.	Work efficiency
Society	Work attitude Retirements Age discrimination Costs	Mitigate the negative consequences of demographic development.	Maintaining the competitiveness of the economy. Reducing the rate of employment and increasing qualifications of the staff.

Source: own elaborate

Table 8: Using Age Management in society.

on the labour market, it may be said that the situation is changing rapidly and it is necessary to adapt to these changes. Therefore it is necessary to take into account current trends in lifestyle to which businesses should respond. Current trends include the following:

- Return to alternative ways of life and interest in farming and the countryside. At present the situation on the food market has triggered increased interest (after years of decline) in “self-supply” agricultural activities (CSO, 2011).
- Strengthening of vocational and secondary agricultural education with more emphasis on the needs of agricultural practice.
- Changes in the rural labour market as the worsening of the situation on the labour market may encourage interest in employment in agriculture with a higher share of qualified candidates (National Training Fund, 2013).

With respect to the above said agricultural businesses are recommended to:

- Adapt flexibly the length and content of work to the individual pace of employees, which is in compliance with the surveys conducted by Galea et al. (2014), Ng, Law (2014). In positions and divisions where work time is not strictly defined by shifts

or follow-up operations it is advisable to leave the performance of tasks to employees’ discretion, and if required, to extend their work break. This measure, however, is conditioned by the completion of all daily tasks. This would be welcomed by those employees who need a longer break due to fatigue. Others will probably not prolong their working hours.

- Not presume that certain work is too exhausting for an older employee; one’s opinion needs to be based on an employee’s decision and other factors, not only on age. Such a measure will contribute to better employee’s self-fulfilment and subsequently will increase their satisfaction.

The advantages of application of measures in the area of Age Management are confirmed by various studies (Štorová, 2013; Bejkovský, 2012; Cimbáľníková et al., 2012) and the variety of possible measures is very wide. Proposed measures show that such solutions do not necessarily mean inadequate financial burden. Some measures may be implemented without significant organisational effort and financial demands. Application of these measures and the follow-up change of the business to an organisation respecting age differences will have a positive impact not only on the performance, motivation and satisfaction of employees, but also on the overall cost cutting and profit increase.

This will subsequently lead to the enhancing of the organisation's image, help build the employer's brand and, last but not least, it will contribute to the improvement of quality of life of the entire society.

Conclusion

The results have revealed that the majority of agricultural businesses still fail to implement the Age Management conception (73.3%). However, taking into account the demographic development, organisations' managements are expected to support it and in the future its importance for management will continue to grow. At present, it is mainly large businesses with foreign participation in the secondary sector that deal with these issues; in agricultural businesses Age Management is very seldomly applied. Nevertheless, bearing in mind the demographic development in the Czech Republic according to the CSO (2014), we can expect that the number of employees in the target group at which Age Management is aimed will

increase in the following ten years. These issues have already been monitored by the government of the Czech Republic that strives to help entrepreneurs (through background methodological materials) set goals and measures in the area of Age Management. The theoretical contribution of the article lies in the verification of the theoretical assumptions of Age Management application in a specific economic sector, i.e. agriculture. The practical contribution of the article is the presentation of the results obtained from the 60 agricultural businesses monitored, including recommendations for those agricultural businesses that plan to implement Age Management.

Acknowledgements

This contribution is a follow-up to the project of University – wide internal grant agency (CIGA), number 20141002 - Human resource branding using of the new strategic trends in organisations in the Czech Republic.

Corresponding author:

Ing. Hana Urbancová, Ph.D.

Department of Management, Faculty of Economics and Management,

Czech University of Life Sciences in Prague, Kamýcká 129, Praha 6 – Suchbátka, 16521, Czech Republic

Phone: +420 22438 2026, E-mail: urbancova@pef.czu.cz

References

- [1] Bejkovský, J. Age management and its position in the Czech and Slovak organisations. 18th IBIMA Conference on Innovation and Sustainable Competitive Advantage: From Regional Development to World Economies, Istanbul. 2012, 4, p. 2212-2220. ISBN: 978-0-9821489-7-6.
- [2] Cimbálníková, L., Fukan, J., Jokešová, R., Lazarová, B., Novotný, P., Palán, Z., Rabušicová, M., Rajmonová, M., Řeháková, L. Age Management. Komparativní analýza podmínek a přístupů využívaných v České republice a ve Finsku, Association of Adult Education Institutions in the CR, 2012, ISBN 978-80-904531-5-9.
- [3] Czech Statistical Office. [Online] Available: http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Employment_statistics/cs [Accessed: 10. 4. 2014].
- [4] Czech Statistical Office. Zaměstnanost a nezaměstnanost v ČR podle výsledků VŠPS (2006, 2010), 2011.
- [5] Czech Society for Quality. [Online] Available: <http://www.csq.cz/cena-age-managementu/> [Accessed: 2013, cited 14. 4. 2014].
- [6] Czech-Moravian Confederation of Trade Unions. [Online] Nejvěrnější zaměstnanci jsou v zemědělství a ve státní správě, Operational Programme Human Resources and Employment and State Budget of the CR. Available at: <http://www.e-sondy.cz/aktualne/3775-3/nejvernejsi-zamestnanci-jsou-v-zemedelstvi-a-ve-statni-sprave-> [Actualized: 20. 2. 2014] [Accessed 25. 5. 2014].

- [7] Čadil, J., Pavelka, T., Kaňková, E., Vorlíček, J. Odhad nákladů nezaměstnanosti z pohledu veřejných rozpočtů. *Politická ekonomie*. 2011, 59, No. 5, p. 618-637. ISSN 0032-3233.
- [8] Galea, C., Houkes, I., De Rijk, A. An insider's point of view: how a system of flexible working hours helps employees to strike a proper balance between work and personal life. 2014, 25, No. 8, p. 1090-1111. ISSN 0958-5192.
- [9] European Age Management Network. European Commission [Online]. Brusel, 2007 Available at: http://ec.europa.eu/employment_social/equal/data/document/0706-got-agemanet.pdf [Accessed: 21.3.2012].
- [10] Fukan, J. Zaměstnanost a nezaměstnanost v České republice a zemích EU s důrazem na skupinu osob nad 50 let věku. *Andragogika: quarterly for education of adult*. Prague. DAHA, 2011, XV, No. 3. ISSN 1211-6378.
- [11] Ministry of Labour and Social Affairs: Národní akční plán podporující pozitivní stárnutí pro období let 2013 až 2017. [Online]. Available: <http://www.mpsv.cz/files/clanky/14540/III_vlada__Akcni_plan_staruti_.pdf> [Accessed: 23.4.2013].
- [12] Krutílek, O., Kuchyňková, P. Podpora poskytovaná v České republice pro mladé farmáře začínající s podnikatelskou činností v zemědělství – „Podpory mladým farmářům v ČR“, Centre for Democracy and Culture Study, 2006.
- [13] Kocianová, R. Personální řízení: Východiska a vývoj. 2. Prague: Grada Publishing, Psyché. 2012. ISBN 978-80-247-3269-5.
- [14] Koubek, J. Human Resource Activities in small and middle organisations. 4th edition, Prague: Grada Publishing, 2011, ISBN 978-80-247-3823-9.
- [15] National Training Fund, o.p.s. Budoucnost profesí [Online] Available: <http://www.budoucnostprofesi.cz/cs/vyvoj-v-odvetvich/zemedelstvi.html> [Actualized: 7. 4. 2014] [Accessed: 10. 4. 2014].
- [16] National Training Fund, o. p. s. Projekce zaměstnanosti v odvětvích v období 2009-2020. [Online] Available: <http://www.budoucnostprofesi.cz/chybejici-profese/zdroje.html> [Accessed: 2013, cited 25. 5. 2014]
- [17] Ng, E. S. W., Law, A. Keeping Up! Older Workers' Adaptation in the Workplace after Age 55*. *Canadian Journal on Aging-Revue Canadienne Du Vieillissement*. 2014, 33, No. 1, p. 1-14. ISSN: 0714-9808.
- [18] Smrčka, I., Arltová, M. Ekonomické aspekty stárnutí populace ve vyspělých zemích. *Politická ekonomie*. 2012, 1, p. 113-132. ISSN 0032-3233.
- [19] Štorová, Ilona. Age Management – co to je?. In: *Age Management – co to je? - Nabídky práce a podpora podnikání - pro lidi nad 50* | www.pracenad50.cz [Online]. 2013 Available: <http://www.pracenad50.cz/50-plus/bud-v-pohode-premyslej-rovne> [Accessed: 18.4.2014].