

**The Importance of Holistic Approach in Elderly Employment from a
Social Work Perspective**

***Sosyal Hizmet Perspektifinden Yaşlı İstihdamında Bütünsel Yaklaşımın
Önemi***

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Sosyal Hizmet Perspektifinden Yaşlı İstihdamında Bütünsel Yaklaşımın Önemi

Bilge Açıan¹

Abstract

In today's society, workplaces prioritize the employment of young people and it is less preferred to work with older individuals. Even if older individuals are employed, they cannot be productive due to the working conditions and environment which is designed only for younger people. It is not possible to reveal the benefits that older individuals will bring to workplaces in a work environment designed specifically for young people. By prioritizing and taking into account the differences instead of employing everyone through a classic system approach, both the employee, the workplace and the service recipients will benefit in an environment where these differences can be turned into an advantage rather than a disadvantage. It is possible to see these differences by considering the uniqueness of each individual and evaluating the individual from a bio-psycho-social which helps recruiters to embrace the holistic perspective. A holistic and multi-dimensional evaluation will enable the client's problem to be progressed with a solution-oriented approach, rather than a problem-oriented approach, and will make it possible to take into account every element that affects the problem. In this way, holistic assessment and intervention by evaluating the individual within their environment will have a greater impact on empowering the elderly in business life and will increase the rate of inclusion of elderly individuals in business life. In this way, holistic assessment and intervention by evaluating the individual within their environment will have a great impact on empowering the elderly in business life and will increase the rate of inclusion of elderly individuals in business life among the younger generation.

Keyword: Holistic Approach, Elderly Employment, Social Work

Öz

Günümüz toplumunda iş yerleri genç istihdamını önelemekte, yaşlı bireyler ile çalışmayı daha az tercih etmektedirler. Yaşlı bireyler istihdam edilseler de sadece gençlere yönelik tasarlanmış çalışma koşulları ve ortamı dolayısıyla verimli olamamaktadırlar. Gençlere göre dizayn edilmiş bir iş düzeninde yaşlı bireylerin iş yerlerine sağlayacağı faydanın ortaya çıkarılması mümkün olmamaktadır. Herkesi belirlenen belli bir düzende çalıştırmak yerine farklılıkları dikkate alarak, bu farklılıkların dezavantaja değil, avantaja çevirebileceği bir ortamda hem çalışan hem iş

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yeri hem hizmet alıcılar fayda sağlayacaktır. Bu farklılıkları görebilmek her bir bireyin biricikliğini göze alarak bireyi biyo-psiko-sosyal yani holistik perspektifle değerlendirmekle mümkündür. Bütüncül ve çok boyutlu bir değerlendirme, müracaatçının sorununa, sorun odaklı değil çözüm odaklı yaklaşımla ilerlemeyi sağlayacak, soruna etki eden her bir unsuru göz önünde bulundurmayı mümkün kılacaktır. Bu şekilde bireyi çevresi içerisinde değerlendirerek yapılan holistik değerlendirme ve müdahale, yaşlının iş yaşamında güçlendirilmesinde büyük etki sağlayacak, yaşlı bireylerin iş yaşamına dahil olma oranını arttıracaktır.

Anahtar Kelimeler: Holistik Yaklaşım, Yaşlı İstihdamı, Sosyal Hizmet

INTRODUCTION

The elderly population in Turkey is increasing day by day. According to the data of the Turkish Statistical Institute (2023), the majority of the elderly population consists of the 65-74 age group, which is referred to as “young old”. When we look at the data in general, it is seen that the rate of elderly people living alone, has the poverty rate on increase, and at the same time, the rates of circulatory system diseases and obesity, which are the result of sedentary life and unhealthy nutrition, are equally increasing. Ensuring the participation of older individuals in business life and producing solutions that will ensure participation will provide an important step in solving these problems. Business life is not only beneficial in terms of meeting economic needs, but also provides the social, physical and psychological needs of the individual. For example, while income obtained from business life contributes to the positive development of physical health such as access to health services and healthy nutrition, factors such as maintaining the productive role, the status provided by business life, and continuing interaction with the social environment resulting from business life contribute to meeting psychological and social needs of the individual. In order to meet each of these needs comprehensively, all dimensions affecting work well-being should be evaluated together and regulations should be made, because ensuring well-being is possible with a holistic approach.

Today, in the industrial society structure, workplaces act profit-oriented and ignore regulations regarding work welfare. For this reason, youth employment is generally prioritized for reasons such as creativity, being energetic, mastering technology, and affordability. Elderly individuals are employed less frequently due to factors such as regulations required for the employment of elderly individuals, working hours not being appropriate to their health and energy levels, and higher salary expectations than younger people due to experience. In addition, even if elderly individuals are employed, they cannot be productive due to their working conditions and environment. For this reason, it is not possible to reveal the benefits that older individuals will provide to workplaces in a work environment designed only for young people. A work order designed by ignoring human biology and differences not only negatively affects work efficiency, but also negatively affects the physical and mental health of the individual. The fact that the working hours of an elderly individual and a young individual are the same causes injustice. In general, both the learning speed and energy of a young

individual are higher than the older person. However, older individuals have more advantages than younger people in terms of regulating their emotions, coping with uncertainty, and evaluating events from a broader perspective as a result of their experience. Instead of employing everyone in a certain order, both the employee, the workplace and the service recipients will benefit from an order in which each of the differences can be taken into account and turned into an advantage rather than a disadvantage. It is possible to see these differences by evaluating the individual from a bio-psycho-social perspective, taking into account the uniqueness of each individual. The holistic approach sees people both as individuals and as parts of the whole. So, according to the holistic approach; the whole is like a puzzle that can only be understood when all the pieces fall into place (Akmençe, Akpınar, and Akmençe, 2015). Therefore, the interactions of biological, psychological and social variables should be taken into account when evaluating the client, because no approach alone explains the problem. A holistic assessment requires an understanding of what really matters to people (Crisp, 2011). This information shows that it is not possible to achieve a complete state of well-being if the intervention is made by considering only the psychological or biological dimensions of the individual. For this reason, each factor affecting the individual should be evaluated, and interventions at micro, mezzo and macro levels should be carried out to solve the problem. In this regard, the social work approach plays a very important role in the work welfare of elderly individuals as a profession that combines the parts expressed in the holistic approach and provides the formation of the big picture in solving the problem. In the literature review, it was determined that studies examining the employment of the elderly with a holistic approach from a social service perspective were insufficient. In this direction, it was thought that this study would contribute to the development and strengthening of policies developed to increase the working welfare of elderly individuals.

1. Biopsychosocial Value of Employment of the Elderly

Working in jobs that feed a person's curiosity and interest keeps the person busy, and the mind that is occupied with interests and curiosities is cleared of anxiety and worry. As a result, he feels psychologically good. In addition, being able to find meaning in the work done, has a positive impact on the psychology of the individual. If an individual has a job where he finds meaning, his psychological well-being increases positively (Keleş, 2017). As Victor Frankl (1981/2021) stated, the person who has a "why" endures almost any "how". For this reason, having a job in which the individual can find meaning in accordance with his abilities is an empowering element in coping with the difficulties in life. There is not a single person for whom life has not placed a duty and responsibility (Frankl, 1981/ 2021), and the duties and responsibilities that life puts before him belong only to that person and only he is expected to fulfill them. Everyone has their own unique talent and find peace when they work in jobs that reveal this. In this direction, according to logotherapy; creating a work or doing a job are some of the methods of self-realization. In other words, a person realizes himself when he turns to something outside himself (Frankl, 1946/ 2017). For this reason, the retirement process negatively affects both human psychology and biology, and retirement increases the likelihood of various types of physical diseases. Although the individual feels relieved at first, over time he begins to feel empty and develop the idea that he is no longer useful or productive. As a result, these negative thoughts affect physical health (Canan, 2020). Therefore, any approach that limits the productivity of the elderly negatively affects both

the society and the elderly. It is to continue its productive role in accordance with human nature at all ages. Working life provides status and prestige to the individual (Burgard and Lin, 2013), as well as making the individual feel that he has a place in society and is accepted by society. When we look at human history, we see that people are constantly interacting with each other, in motion, and living in an order where they are busy searching for food. The human brain also thinks in terms of this heritage or period, which is the age of hunting and gathering, and feels healthy and peaceful when it lives in accordance with this period. In these ages, human beings, who did not have the physical equipment to survive alone in nature, lived in groups, hunted and lived together throughout the ages. This obligation has enabled the development of community awareness. While living in groups, everyone had skills according to their differences and abilities arising from these differences, and they fulfilled their duties by dividing labor according to these skills and thus contributed to the communities they lived in (Aytan, 2021). Since people in these lifestyles can survive through cooperation and solidarity, when people are helped and therefore feel useful, reward mechanisms in the brain become active and many chemicals that make people feel good increase (Canan, 2020) because the bond established with this interaction is an indication of having the protection of the society. Thanks to this protection, people have managed to survive. For this reason, loneliness is a very important factor in an individual's stress. For the individual who survives through cooperation and solidarity within the community, being alone makes one feel vulnerable to dangers. Since support and assistance within society is possible with people having any skill, having a profession also provides them with the feeling of having a place in society. These professions, which also mean being accepted by society, serve as a bridge between society and the individual. The person maintains his/her social functionality through professions. Social functionality is defined as the "the interaction of an individual with their environment and the ability to fulfill their role within the environment". (Bosc, 2000, p. 63). As the individual fulfills these roles, his/her self-efficacy belief becomes stronger. As a matter of fact, self-efficacy is the skills a person develops to survive and is one of the components of self-confidence (Bolat, 2016). The equivalent of this concept, which is expressed in children by gaining self-skills, is to have a profession in adulthood. An individual who has a profession and earns enough income to live an average life feels secure because he has the competence to survive in life and continue his productive role.

Therefore, it is very important to keep the belief in self-efficacy strong in old age. The positive reflections of this are clearly seen in statistics as women live longer than men (data.tuik.gov.tr, 2024). In general, women feel a sense of usefulness more intensely thanks to their strong social network, support to their close relatives in child care and housework, and the skills they acquire outside the home and the interactions they establish with their environment. In addition, they experience loneliness less and cope more effectively with the negativities of old age. This situation also affects their health positively. For this reason, even if working life ends in old age, it is of great importance to continue the productive role through different methods such as developing the occupations and skills that will fill the gaps that will arise from business life, as well as creating an environment that will fill the gap arising from the social environment acquired due to the profession. Although the decision of the elderly to continue their business life or to take up another profession or occupation is a decision that the elderly

must make, it is very important to prepare the basics for them to make this choice, to produce alternative methods and to ensure that they are autonomous in this regard. Autonomy enables the individual to reveal his or her own identity. It supports the individual's ability to make decisions on his own. The health of the individual who is granted autonomy is also positively affected. As a matter of fact, in a study, one in every 17 residents who thought they were compulsorily admitted to a nursing home died within 10 weeks, while only one in 38 residents who thought they came of their own free will died in the same period (Shutherland, 1992/2022). Therefore, it is very important to provide choices about how the individual will continue his career when he reaches retirement. An individual who does not like his job and continues to work unhappily can look forward to the end of his job. In this case, hobbies that make you feel competent and happy when doing them or a new job alternative can be considered. However, if the client loves his job very much and is no longer doing it due to any health problems, finding alternative ways to continue his job would be best for the client's well-being. In this regard, flexible working hours, arrangements in the workplace environment that will reduce the effects of diseases that occur with old age, and designs suitable for cognitive capacity that decreases over time to increase productivity will be useful.

2. Holistic Approach in Elderly Employment

Environments designed in accordance with human psychology and biology will increase both the work efficiency and well-being of the individual. One of the most important elements of ensuring the well-being of the elderly in their employment is the perspective towards the elderly. Their thought patterns on this subject play a major role in increasing their strength in society. If society perceives elderly individuals as individuals in need of care, it shows behaviors and approaches that will ensure this. As a result of such a perspective, it manifests itself in services related to the elderly in a way that feeds the addiction of the elderly. If the society believes that the elderly person is no longer weak, it searches for ways to help him, and if it believes that he is strong and useful, it searches for ways to get help from him. For example, social assistance can be either empowering or addicting to the individual, depending on the development level of the country. Countries with a high level of development aim not to make individuals dependent on social aid, but to re-empower them through social aid (Tekindal, 2018). With this awareness, the aid provided is not in the form of standard aid but in an individualized manner, that is, in line with the needs of the person. In this way, the individual who has been provided with the support he needs to overcome the difficult period he went through continues his productive role in society. Social assistance should ensure that individuals' living standards and quality are raised to a level that this quality of life is maintained and sustainable (Şentürk, 2014).

If there is an idea in society that people have the power to overcome their conditions, the services in that society are shaped in this direction. When looking at this information from the perspective of employment of elderly individuals; It can be said that if the society is not aware of the wisdom of the elderly individual, it will not prioritize benefiting from this wisdom and prefer not to find solutions in this direction. In this way, the individual who has been provided with the support he needs to overcome the difficult period he went through continues his productive role in society.

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from the perspective of employment of elderly individuals; It can be said that if the society is not aware of the wisdom of the elderly individual, it will not prioritize benefiting from this wisdom and prefer not to find solutions in this direction. For example; for the hunter and gatherer period, some researchers claim that the tools used during hunting were made by master individuals and that the people referred to as these master individuals were elderly individuals (Şenel, 1982 as cited in Aytan, 2021). In addition, it is known that hunting and gathering experiences were transferred from the elderly to the young during these periods. The master-apprentice relationship expressed shows that older individuals continue their productive role in society. In addition, the tribal and nomadic lifestyle in the same period also had an impact on the perspective of the elderly. While in tribal societies, the elderly are seen as experienced and respected people, in nomadic societies, elderly people who find it difficult to physically adapt to nomadic life are seen as a burden in these societies (Çağlar, 2015).

In the transition to an agricultural society, processes such as planting and reaping, testing and error of natural events were involved, so the knowledge and experience of the elderly were needed, so they gained a status in the society as experienced individuals who were listened to (Şenel, 1982, cited in Duvan and Davran, 2022). Since societies engaged in agriculture have a traditional family type, their elders have become the authority of the family. When we look at traditional Turkish culture from this perspective, it is seen that the elderly have an important place in society. It is seen that elderly people are treated with compassion as well as respect. The origin of this approach dates back to the Oğuz people. In addition, with the acceptance of Islam, the respect shown to the elderly increased due to the value given to the elderly by the religion (Özmen, 2013).

With the transition to industrial society, cultural, some abrasions have also appeared. With the advancement of medical sciences in the industrial society, many diseases have been treated and as a result, life expectancy has increased, birth rates have decreased, the elderly population has become the majority in society, migration from villages to cities, houses have become smaller in cities and women have become involved in business life. As a result, there has been a transition from the extended family to the nuclear family. Many developments such as transition have caused elderly individuals to experience some problems. Therefore, over time, the elderly person begins to become lonely and needs care and support. As a result, elderly care has emerged as a social problem and there has been a need to develop policies for the elderly. In addition, in the industrial society, the workforce has come to the fore, and the idea that the elderly do not contribute to the workforce and economy has been established, and the elderly have begun to be seen as "consumers" and a "burden" on the working class (Bulduk, 2014). While this perspective is worrying for the elderly, it is also a worrying situation for young people. Young people begin to worry about old age, fear aging, and develop a negative attitude towards old age. They worry that they will not be productive when they get older, will not be able to earn enough income, and therefore will not receive adequate care.

Of course, this concern differs between societies that act with a generous social welfare state approach in situations that require old age and other welfare measures, such as strong interventionist welfare states, and countries with the Southern European Welfare

Regime. In societies with high welfare levels, the welfare of the elderly is high and thus the elderly do not have fear of the future, which prevents this concern from being carried. Therefore, for the welfare of the whole society in policies regarding the elderly; care models need to be shaped by taking into account many factors that affect the well-being of elderly individuals, such as increasing their productive role, increasing their economic well-being, and reducing dependency. In a system where only youth and workforce are emphasized and experience and wisdom are not given importance, it seems very difficult to produce policies with this awareness.

In the information society, where information and communication technologies are used extensively, individuals in the society need to constantly improve their skills and knowledge because in the information society, information becomes obsolete rapidly. Although this situation may seem to be a disadvantage in terms of old age, it is estimated that elderly people with higher education levels will adapt to this process more easily (Marcinkiewicz-Wilk, 2016). In this regard, it will prevent the elderly from adapting to the information society; It is necessary to ensure that people take an active role in society by carrying out studies on factors such as being included in a low-income group, their low awareness of the beneficial aspects of technology, their prejudices that they cannot use technological devices, and the lack of equipment designed for the diseases caused by old age. The empowerment approach also includes designing the environment that will reveal the clients' strengths. For this reason, for example, the use of supportive technologies called "gerontechnology" can be effective as a tool in revealing the strengths of the elderly as compensation for the decreasing physical capacity of the elderly (Ergün, 2022). Such an approach will aim to think about how to benefit the elderly individual, unlike the industrial society, and to maintain his active life and social functionality at every stage as much as possible. Creating motivation to take action in this direction in the field of aging is possible by knowing the characteristics of the elderly brain and developing awareness in this direction in the society. As the individual acquires an adult brain, many positive developments occur in the brain. An elderly brain has an advantage over a young one due to its connection density. For this reason, perceiving complex patterns is more successful in terms of deriving meaning from these patterns (Canan, 2015). Thus, older individuals are more capable of understanding the big picture from a small section. Studies have shown that older individuals make better financial decisions and cope with crisis situations better than younger people. In addition, at older ages, people begin to see more positive aspects in life and remember positive situations more. In addition, as age progresses, myelination in the brain increases and the right and left brain are used together in a task. Moreover, emotion regulation skills increase with age. The reason for all these developments is that a smarter, happier and calmer adult can better help the young people he cares for (Strauch, 2010/2012). In other words, the brain prepares the individual for mentoring as he or she gets older. Although the young brain can be more creative and faster, the knowledge and expertise of experienced people in business life is of great importance. For this reason, it is necessary to create environments where young people and the elderly work together. Increasing the interaction between young people and the elderly in the adaptation of the elderly to the information society will be beneficial in terms of strengthening the mutual learning process. If the society realizes that the wisdom of the brain increases as we get older, it will want to benefit from older individuals and will look for ways to benefit from them.

3. Evaluation of the Holistic Approach in Elderly Employment from the Framework of Social Work

The most important duties of social workers are to contribute to the creation of an environment that reveals the potential of clients and to eliminate the hindering factors. Social work intervention is the process of helping individuals, families, groups and communities to increase their personal, interpersonal, socioeconomic and political power and to improve their conditions (Barker, 1999 as cited in Turner and Shera, 2005: 80-81). In this context, social workers firstly increase the competence of individuals to make autonomous decisions. Secondly, they should ensure that their social functioning is increased. For this, they should intervene in the points that negatively affect their social functioning. Thirdly, they intervene at a macro level to struggle social inequality or injustice situations that affect the problems of the clients. (Kam, 2021). In order to act in this way, it is very important that social workers act based on service awareness and progress by serving a purpose that goes beyond themselves while performing their profession. A social worker who acts in this way investigates all biopsychosocial factors related to the problem and intervenes to solve the problem as a multidisciplinary team.

Therefore, acting with a holistic approach is very important for the effectiveness of interventions. In order to carry out case management effectively in the holistic evaluation, it is necessary to be able to look at it from a holistic perspective, that is, to identify the services the client needs regarding his problem, to connect with the services needed and to follow up. A holistic perspective is of great importance in the employment of the elderly. A person's well-being at work is achieved by assessing and meeting holistic needs. Understanding the impact of the individual's environment and situation on the dynamics of relationships can be achieved by knowing the biology and psychology of old age, being aware of the effects of the social environment on the problem and evaluating this within the uniqueness of each person. In other words, working welfare is achieved by knowing the biology and psychology of the elderly and the effects of the social environment on them. For example, It is not possible to ensure the well-being of the elderly at work in an environment where the idea that older individuals cannot be as productive as young people because they are getting older is dominant. At this point, it may not be enough to solve the problem only from a psychological perspective. An awareness that human biology is not compatible with this knowledge can make a big difference in the approach to older individuals, because both young and old people have strengths and limitations in the brain structure. Therefore, a short training given by the social worker using the educational role at the mezzo intervention level on how working together has a complementary effect can be of great benefit in reducing ageism and creating an approach and environment that reveals their strengths. When an individual knows his own biology, his approach to events can be solution-oriented. As a matter of fact, in one study, an increase in students' academic success was found as a result of the biological information given about how the brain develops like a muscle regarding studying. (Blackwell, Trzesniewski and Dweck, 2007). In addition, in another study, when the effects of a stimulus were explained to the subjects, they coped with the effects of the drug more effectively and inhibited their reactions more than those who were not informed (Schachter and Singer, 1962). Therefore, acting by interacting with other professionals related to the problem and

obtaining comprehensive information about the impact of each dimension on the problem enables finding a more comprehensive solution to the problem.

Therefore, to evaluate a problem that negatively affects work well-being from a larger perspective, it is necessary to bring together every detail and perspective that affects work efficiency, such as human biology, color, smell, nutrition, architecture, background sounds, a design that will provide mobility, the temperature of the environment, the angle of light. is required. In this way, each intervention at the micro, mezzo and macro levels can be carried out more effectively. For example, it may be thought that an intervention at the medical level is necessary for a memory problem that causes an elderly person's work efficiency to decrease, but in this case, micro-level intervention performed with an evaluation from a single perspective may not be beneficial in solving the problem. If an employee who has memory problems is older, it is thought that the direct cause is dementia or Alzheimer's, but advancing age is not the only reason for the memory problem. These problems can also be experienced in young people, and this problem can be caused by many factors such as sleep, seasonal changes, nutrition, vitamin or mineral deficiency, anxiety or a social environment that causes anxiety. When looking at the problem only from a psychological, sociological or biological perspective, it may be difficult to find the root problem that is causing the problem. For this reason, just as the reasons are investigated when a young employee experiences the same problem, it is necessary to act with the same approach for an older employee. When a situation is seen that reduces the productivity of the elderly, the first thing to resort to is the reasons developed from their prejudices, the process evolves into judging rather than understanding the situation. However, looking at it from a perspective based on a holistic approach allows us to understand the cause of the problem. In this direction; along with many variables, such as whether the workplace is conducive to movement and its connection with nature, whether working hours allow space for private life, whether there is space for a siesta that greatly increases performance and memory; evaluating each element that affects performance, such as the day of the week, the weather condition, the person's inner voices, nutrition, the person's temperament, and even the clothes they wear, together enables a clear understanding of the problem and a multi-dimensional intervention. An evaluation from a holistic perspective helps to clearly reveal the necessity of many interventions from micro to macro. For example, when looking at ageism from a holistic perspective, it is clearly seen that older individuals should not remain a minority in institutions as a macro level intervention point. From a biological perspective, there is a need for young people and the elderly to work together due to the complementary properties of their brain structures. The sociological perspective is useful in understanding the risks in this situation. There is a strong possibility that conflicts may arise as a result of grouping of young employees with prejudices in this way and the strengthening of common views, especially negative ones, arising from group psychology. In addition, the mistakes of older individuals will be taken into more consideration because the actions of a group consisting of a small number of people are generally more visible to people. In environments where such prejudices exist, people, regardless of age, may exhibit poor performance, but in these conditions, when it comes to young people, people question the effect of the environment on people and argue that the environment should be intervened, while in the case of the elderly, they may think that the reason is old age. Thus, very critical information about what other people are doing in the same environment is ignored. When it comes to prejudices, knowing the thinking style of the human brain, as well as

sociological and psychological information, contributes to a clearer understanding of the problem. People act to confirm their hypotheses and consider evidence that supports rather than refutes their hypotheses. Since the brain tends to choose the method that consumes the least energy, it takes into account the situations and evidence that are compatible with its beliefs and generally this information remains in their minds. This situation is not related to the individual's self-esteem, it is related to not being able to think correctly (Shutherland, 1992/2022). When the structure of the brain and the way of thinking are known, it becomes easier to understand the root problem and determine the focus of holistic intervention. A holistic and multidimensional evaluation will enable the client to proceed with a solution-oriented rather than a problem-oriented approach to the problem, and will make it possible to take into account every element that affects the problem. In this way, holistic assessment and intervention by evaluating the individual within his environment will have a great impact on empowering the elderly in business life and will increase the rate of inclusion of elderly individuals in business life.

CONCLUSION AND RECOMMENDATIONS

New developments are taking place in science every day. With each of these developments, social work interventions are diversified and renewed. These developments prove that human well-being can be achieved through a social structure that meets biopsychosocial needs. Any kind of structuring that enables people to live according to their nature also increases their well-being. The success of social welfare services developed based on people living in accordance with their nature clearly demonstrates this. In elderly care models; It seems that approaches compatible with human nature, such as the continuation of intergenerational interaction, the social ties of older individuals, their independence, productivity and contact with nature, are increasingly taken into consideration day by day. Each of these practices reveals itself as practices that enable the elderly to reveal their strengths, increase their productivity and provide opportunities for them to mentor young people. Although social structures change over time, it does not seem possible to achieve prosperity without turning to practices that are compatible with human nature. Therefore, social workers have a major role in ensuring that these changes in society evolve in a way that is compatible with human welfare. Society needs the wisdom and mentorship of older individuals as much as it does young people. For this reason, the active and productive role of the elderly person in society must be maintained. For this reason, biopsychosocial elements that will enable the elderly to be included in employment should be taken into consideration. Interventions shaped with a mindset that will turn the disadvantages of elderly individuals into advantages will always be the main point that will bring success. For this reason, it is of great importance that social workers work as a multidisciplinary team within the framework of a holistic approach with multidimensional interventions to increase the work welfare of the elderly.

With this information, the employment of social workers in workplaces should be mandatory, in order to increase the work welfare of elderly individuals. It will be useful for social workers to develop and implement intervention plans to increase the work efficiency of elderly employees with a multidisciplinary study and holistic approach in

order to benefit from the strengths that emerge with aging. In addition, it is necessary to increase the mentoring skills of elderly individuals in line with the development that occurs in their brains as they age and to create awareness about the need of the young brain for the mentoring of elderly individuals. In this direction, it will be useful to add this information to the university curriculum of professionals working with the elderly and to conduct micro, mezzo and macro level studies to strengthen this awareness in society. Finally, filling the gap that will arise from the working life after the elderly retire is very important for the elderly to continue their productive role. In this direction, creating employment areas should be supported by the developed policies.

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