Include, Individualise, Integrate:
Different Pathways to Successful Ageing at Work

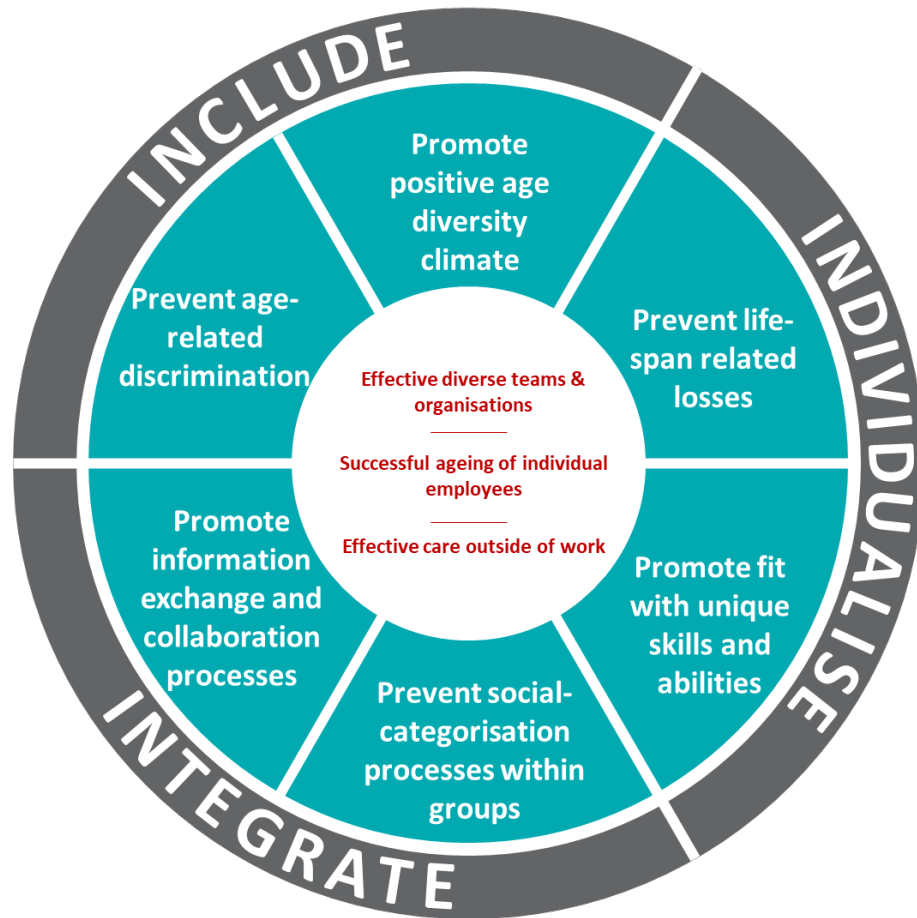Jane Chong[1], Daniela Andrei[2], Amy Tian[2] & Sharon Parker[1]

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Backgound

- Population ageing = older and more age-diverse workforce

- Growing research highlights the importance of HRM practices in creating working conditions that support workers across the lifespan [Beier et al. (2022)]
  - Age-inclusive HR practices [Boehm et al. (2014)]
  - HR bundles for ageing workers [(Kooij et al., 2014; Pak et al. 2020)]
  - Mature-age HR practices [Kulik et al. (2016)]

- 3i framework [Parker & Andrei (2020), Andrei & Parker (2022)]

3i Famwork: Meta-stegies for managing age diesity

INCLUDE

Workers of all ages are included, and their contribution is valued, without discrimination or stereotyping.
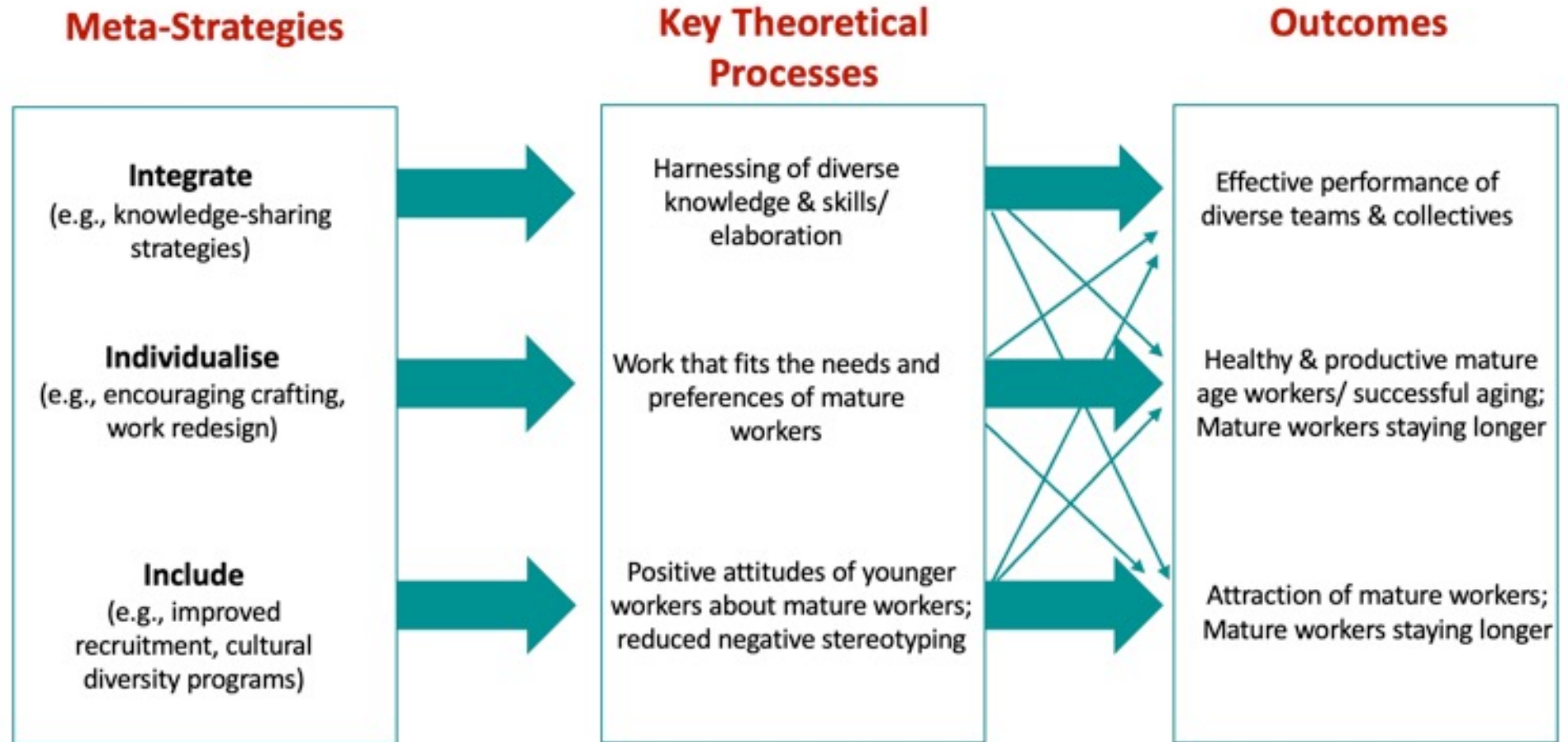
INDIVIDUALISE

Specific challenges, needs, and preferences of age diverse workers are accommodated to ensure workability, productivity & retention.

INTEGRATE

Facilitating effective collaboration and knowledge sharing processes across an age diverse workforce.

Andrei, D.M., & Parker, S. K. (2022). Organizational Meta-Strategies for Younger and Older Workers. In H. Zacher & C. Rudolph. Age and Work: Advances in Theory, Methods, and Practice (pp. 310-327). Routledge.

3i Framework: meta-strategies for managing age diversity

Parker, S.K. & Andrei, D. (2020). Include, Individualize, and Integrate: Organizational Strategies for Mature Workers. *Work, Ageing and Retirement* 6(1), 1-7.

Rseach Aims

- **To test distinct patterns of relationships** between 3i HRM practices and successful ageing outcomes

  but first…

- To develop a comprehensive yet parsimonious **measure of core HRM practices** aligned with the 3i framework

Study 1: Scale development

- Oversampled items that tapped into HR bundles for each meta-strategy, starting with 32 items

- Based on Hinkin (1995, 1998)
  - Content validity assessment (9 I/O experts)
  - Questionnaire administration
  - Initial item reduction (EFA, item-total correlations)
  - CFA for convergent & discriminant validity

- Three samples
  - $N_{Sample1}$= 336; employees, online panel (USA)
  - $N_{Sample2}$=334; employees, online panel (USA)
  - $N_{Sample3}$= 275; employees, local government (AU)

	Sample			
	1	2	3	4
Factor structure	x	x	x	x
Reliability	x	x	x	x
Convergent validity				
HPHP [Kulik et al., 2016]		x		
Age diversity climate [Boehm et al., 2014]		x	x	
Equality of opportunity [Wilckens et al., 2020]				x
Age bias [Boehm et al., 2014]			x	x
Accommodation practices [Van Dalen et al. 2015]		x		
Flexible working options [Created for study]		x	x	
Intergenerational contact [King & Bryant, 2017]		x		
Knowledge management [Wilckens et al., 2020]				x
Discriminant validity				
Demographics [age, gender]		x	x	x
Personality [Honesty-humility; Ashton & Lee, 2009]		x		
Positive affect [Watson & Clark, 1988]		x		
Predictive validity (Study 2)				
Belongingness [Chung et al., 2020]				x
Fit [Cable & deRue, 2002]				x
Voice [Parker & Collins, 2010]				x
Work Engagement [Schaufeli et al., 2017]				x
Career Withdrawal [Damman et al, 2013]				x
Proactive Career Behaviour [Parker & Collins, 2010]				x

Study 1: Scale development

Items	Include		Individualize		Integrate	
	S2	S3	S2	S3	S2	S3
1. Age-neutral recruiting activities	.63	.61				
2. Equal opportunities to be promoted, transferred, and make further career steps irrespective of one's age	.70	.89				
3. Training to upgrade and maintain skills of employees irrespective of their age	.64	.78				
4. Performance appraisals that are free from age bias	.61	.60				
5. The opportunity for employees to have their job redesigned to one that better fits their needs			.80	.82		
6. The opportunity for employees to transfer to a less stressful/strenuous job if needed			.78	.78		
7. Phased retirement programs that allow employees to ease into retirement			.62	.63		
8. Ergonomic changes to reduce strain while we work			.63	.69		
9. Initiatives to facilitate social interaction across different age groups					.68	.74
10. Rewarding employees for sharing new information and knowledge across different age groups					.76	.85
11. Using age-diverse teams to facilitate knowledge sharing and professional development					.74	.87
12. Reverse mentoring programs that team mature and younger staff to facilitate learning from each other's expertise					.70	.84

Study 1: Scale development

	χ^2 (df)	CFI	RMSEA	SRMR	Chi-square difference test	
					ΔSBS-χ^2 (Δdf)	p value
Sample 2						
Three factors	92.3 (51)	.96	.05	.05		
Two factors (include, individualise + integrate)	157.4 (53)	.91	.08	.06	61.6 (2)	<.001
Two factors (individualise, include + integrate)	171.4 (53)	.90	.08	.06	54.1 (2)	<.001
Two factors (integrate, include + individualise)	193.6 (53)	.88	.09	.07	56.3 (2)	<.001
One factor	239.8 (54)	.84	.10	.07	23.6 (3)	<.001
Sample 3						
Three factors	155.2 (51)	.93	.09	.06		
Two factors (include, individualise + integrate)	251.0 (53)	.86	.12	.08	61.7 (2)	<.001
Two factors (individualise, include + integrate)	362.5 (53)	.78	.15	.10	100.6 (2)	<.001
Two factors (integrate, include + individualise)	251.8 (53)	.86	.12	.07	48.1 (2)	<.001
One factor	398.5 (54)	.76	.15	.09	121.7 (3)	<.001

Study 1: Scale development

Table 4. Descriptive statistics and correlations for Sample 2.

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Include	3.45	0.89	(.74)											
2. Individualise	2.38	0.97	.46**	(.80)										
3. Integrate	2.60	1.03	.51**	.64**	(.81)									
4. HPWP	3.05	0.86	.56**	.60**	.59**	(.87)								
5. ADC	3.88	0.83	.65**	.41**	.46**	.50**	(.81)							
6. HR-A	1.96	0.90	.29**	.64**	.55**	.41**	.31**	(.73)						
7. Flexible Work	2.96	1.35	.17**	.32**	.27**	.25**	.22**	.34**	(.91)					
8. IC	3.53	0.82	.14*	.20**	.29**	.21**	.17**	.20**	-.04	(.80)				
9. Age	39.46	13.87	-.03	-.05	-.16**	.03	.02	-.10	.04	.12*				
10. Gender	0.61	0.49	-.09	-.34**	-.23**	-.21**	-.15**	-.33**	-.16**	-.07	.21**			
11. HH	3.53	0.89	.06	.05	.03	.06	.09	-.03	-.07	.03	.14	-.06	(.65)	
12. Pos. Affect	3.64	0.65	.20**	.33*	.34**	.33**	.20**	.27**	.15**	.18**	.33**	-.25**	.04	(.78)

Note. HPWP = High performance work practices; ADC = Age diversity climate; HR-A = HR accommodative practices; IC = Intergenerational

Contact; Gender was coded as 0 = Male, 1 = Female; HH = Honesty humility. **$p < .01$, *$p < .05$.
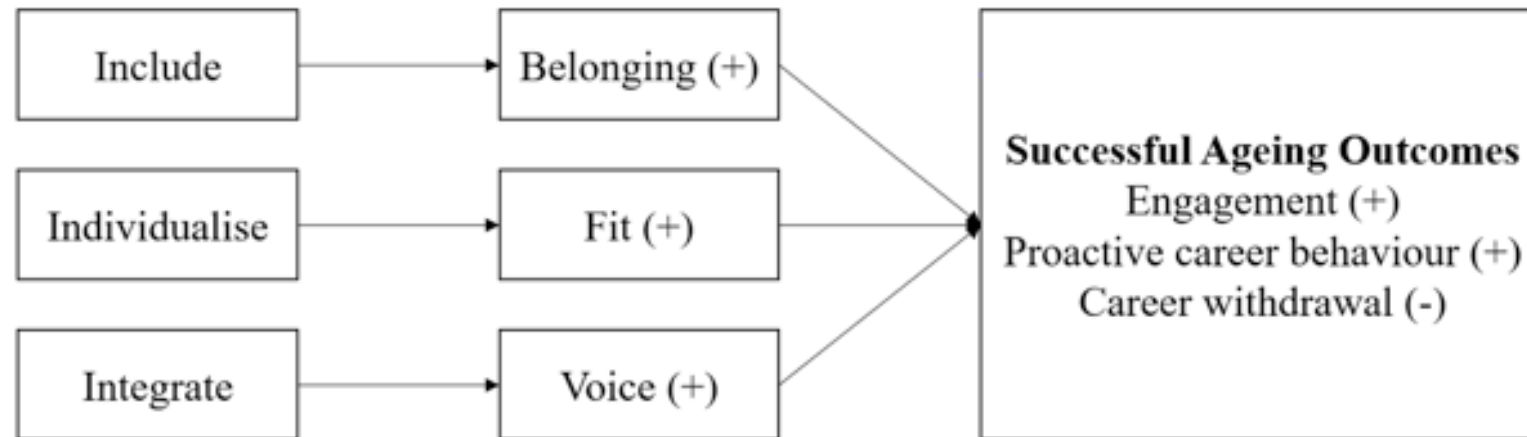
Study 1: Scale development

Table 5. Descriptive statistics and correlations for Sample 3.

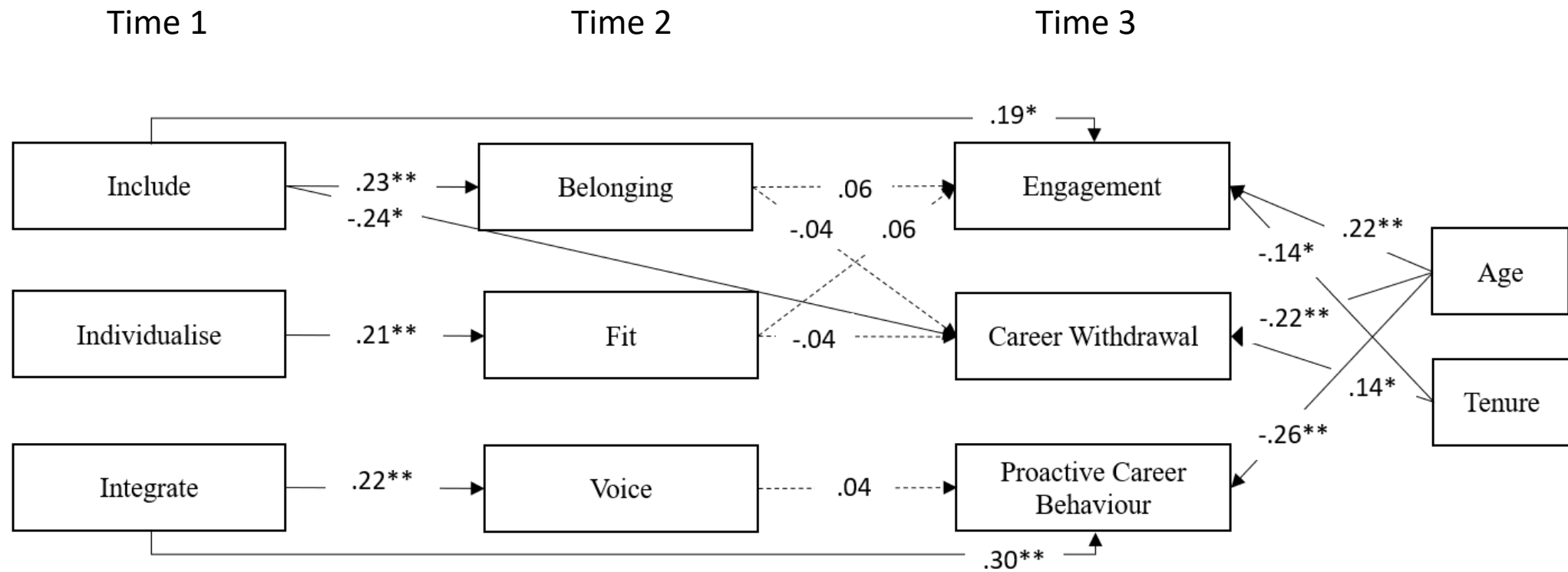|	M	SD	1	2	3	4	5	6	7
1. Include	3.25	0.78	(.84)						
2. Individualise	2.63	0.82	.65**	(.81)					
3. Integrate	2.42	0.88	.53**	.66**	(.89)				
4. Age Diversity Climate	3.56	0.76	.73**	.55**	.45**	(.86)			
4. Age Bias	2.17	0.85	-.55**	-.40**	-.30**	-.59**	(.90)		
6. Work Schedule Flexibility	2.53	1.18	.36**	.41**	.19**	.35**	-.33**	(.91)	
7. Age	47.3	13.3	-0.01	0.00	-0.10	0.01	0.04	0.06	
8. Gender	1.46	0.60	0.03	0.04	.17**	-0.03	0.04	-0.03	0.01

Note. Gender was coded as $0 =$ Male, $1 =$ Female.

Study 2: Model testing

- Test theoretical model which examines how each core HRM practices relate to outcomes
- Successful ageing at work: maintenance of workers' ability and motivation to continue working now and in the future Kooij, 2015; Kooij et al. 2020

Study 2: Model testing

Time 1   Time 2   Time 3

Include → .23** → Belonging → .06 → Engagement

.19*

Include → -.24* → Career Withdrawal

Belonging → -.04 / .06 → Engagement / Career Withdrawal

Individualise → .21** → Fit → -.04 → Career Withdrawal

Integrate → .22** → Voice → .04 → Proactive Career Behaviour

Integrate → .30** → Proactive Career Behaviour

Age → .22** → Engagement
Age → -.22** → Career Withdrawal
Age → -.26** → Proactive Career Behaviour

Tenure → -.14* → Engagement
Tenure → .14* → Career Withdrawal

$\chi 2(6) = 25.5$, CFI = .96, RMSEA = .08, SRMR = .05.

Study 2: Model testing

Table 6. Descriptive statistics and correlations for Sample 4.

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Time 1 Variables																
1. Include	3.14	1.03	(.86)													
2. Individualise	2.51	0.98	.68**	(.84)												
3. Integrate	2.61	1.08	.74**	.77**	(.88)											
4. EO	3.87	0.87	.53**	.37**	.38**	(.92)										
5. Age Bias	2.07	0.93	-.42**	-.24**	-.27**	-.52**	(.90)									
6. KM	3.61	0.88	.56**	.53**	.63**	.59**	-.39**	(.91)								
Time 2 Variables																
7. Belong	3.94	0.75	.34**	.30**	.30**	.33**	-.33**	.34**	(.87)							
8. N-S Fit	3.68	0.95	.17**	.26**	.24**	.22**	-.18**	.29**	.24**	(.84)						
9. Voice	3.35	0.80	.22**	.27**	.30**	.15**	-.12*	.25**	.43**	.13*	(.82)					
10. Age	45.25	14.41	-.11*	>.01	-.10	.02	-.04	.03	.13*	.15**	.08					
11. Gender	1.44	0.5	.05	-.04	.03	-.01	.05	-.01	-.12*	-.03	-.05	-.20**				
Time 3 Variables																
12. Engagement	3.40	0.96	.42**	.43**	.43**	.36**	-.26**	.44**	.48**	.50**	.33*	.26**	-.06	(.89)		
13. Career Withdrawal	2.39	0.62	-.26**	-.16*	-.20**	-.27**	.32	-.24**	-.32*	-.29	-.23*	-.18**	.05	-.51**	(.52)	
14. PCB	3.09	1.01	.21**	.25**	.36**	.15*	-.02	.32**	.16	.16*	.27**	-.24**	.02	.25**	-.15*	(.81)

Note. EO = Equality of Opportunity; KM = Knowledge Management; N-S Fit = Need-supplies Fit; PCB = Proactive Career Behaviour. Gender was coded as 0 = Male, 1 = Female.

Cotribution

- Include, individualise, and integrate meta-strategies affect successful ageing outcomes through different pathways
- Provide support for the three-dimensional conceptualisation of HRM practices for ageing and age-diverse workforce
- Parsimonious, reliable, and valid 12-item measure for research and practice

Future studies

- Study designs that address causality and in different cultures
- Explore how each meta-strategy lead to other important outcomes e.g., well-being, performance, team and organisational-related outcomes (multi-level)
- Explore how meta-strategies may interact with each other to affect outcomes

Thank you!

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