



ARC CENTRE OF
EXCELLENCE IN
**POPULATION
AGEING
RESEARCH**

Mature Workers in Organisations: Insights from CEPAR's Benchmarking Survey of the Australian Workforce

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Agenda

- What is CEPAR
 - Project status
 - Research Model
- Initial Benchmark Survey Insights

What is CEPAR

What is CEPAR?

- ARC funded Centre of Excellence in Population Ageing Research
- Our stream focuses on organisations and the mature workforce
 - Emphasis on workplace interventions
 - Goal to have impact in organisations

Key research questions for our stream

- What factors lead to **increased participation** of mature workers in work (attraction, retention, redeployment)?
- What factors contribute to **increased engagement, productivity** and **health/wellbeing** of mature workers?
- How can organisations capitalise on the unique **knowledge based resources** held by an age-diverse workforce?
- How can organisations promote an **effective balance** between work and care responsibilities?

<https://matureworkers.cepar.edu.au/>



METHODS

Mature workers in organisations survey

Benchmarking/ cross sectional survey

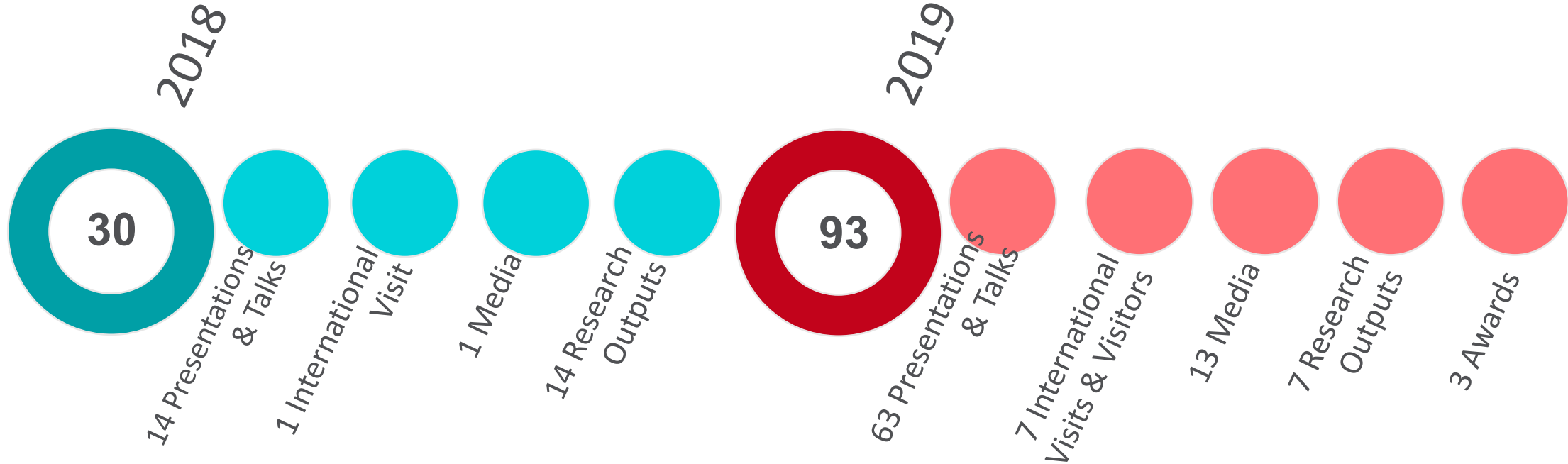
Analysis of cohort-based longitudinal data

Policy review and qualitative interviews

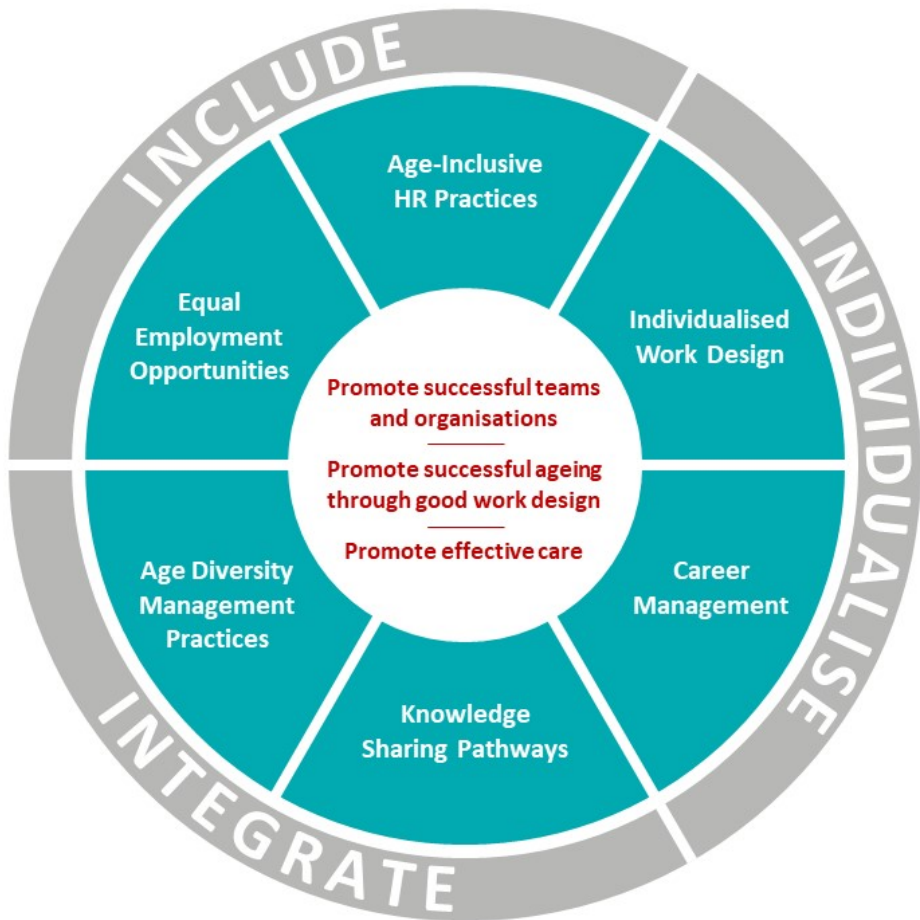
Project Status

- National benchmarking survey completed
- 9 Organisations (goal of 15+)
 - Baseline surveys from 2
- Research Activities 2018-2019

- Planned Activities 2020
 - Papers
 - Care responsibilities and work withdrawal
 - Future work selves (qualitative)
 - Best practices for an age diverse workforce
 - Follow-up benchmark survey
 - **Workshop with researchers (Nov 2020)******
 - Visiting scholar(s)



Research Model: Include, Individualise, and Integrate



INCLUDE

- Mature workers are included and their contribution is valued, without discrimination or stereotyping

INDIVIDUALISE

- The needs of mature workers are accommodated in their jobs and careers, to ensure work ability, productivity, and retention

INTEGRATE

- Strengths of mature workers are actively used through effective team design and interchanges across different age groups

Work, Aging and Retirement, 2019, Vol. XX, No. XX, pp. 1–7
doi:10.1093/workar/waz009
Research Report

OXFORD

Include, Individualize, and Integrate: Organizational
Meta-strategies for Mature Workers

Sharon K. Parker and Daniela M. Andrei

Benchmark Reporting Structure

**NOTE: FULL REPORT TO BE RELEASED
LATE NOVEMBER**

	ORGANISATIONAL PRACTICES Perceptions of strategies/actions the organization is implementing	EXPERIENCED REALITY Employees' actual experiences	INDIVIDUAL RESPONSES What employees themselves are doing or thinking that can help
INCLUDE Mature workers are welcomed and accepted	Age diversity climate Age inclusive HR practices (items) Leadership (support & recognition)	Age bias perceptions Family supportive work practices	Career withdrawal Retirement obligation
INDIVIDUALISE Meeting workers changing needs and preferences	Age inclusive HR practices (items) Flexibility	SMART work design Person-job fit Meaningful work Work-life balance Remaining career opportunities Financial pressure	MAP performance (individual) Job crafting I-deals Proactive personality Informal work practices Retirement planning
INTEGRATE Team work and knowledge sharing across ages	Age inclusive HR practices (items) Mentoring schemes	Intergenerational <ul style="list-style-type: none"> • Contact frequency • Contact quality • Knowledge sharing • Knowledge seeking 	Team performance Reasons for working

OUTCOMES (includes potential mediators)

- Work engagement
- Job satisfaction
- Life satisfaction
- Work ability
- Psychological well-being
- Burnout
- Health

DEMOGRAPHICS & MORE

- Industry
- Occupation
- Org size, location (e.g., metro, regional)
- Tenure (org & lifetime)
- Hours worked/week (min of 8)
- Subjective age (general & work)
- Care responsibilities



Preliminary Benchmark Survey Insights

Benchmark Survey Sample

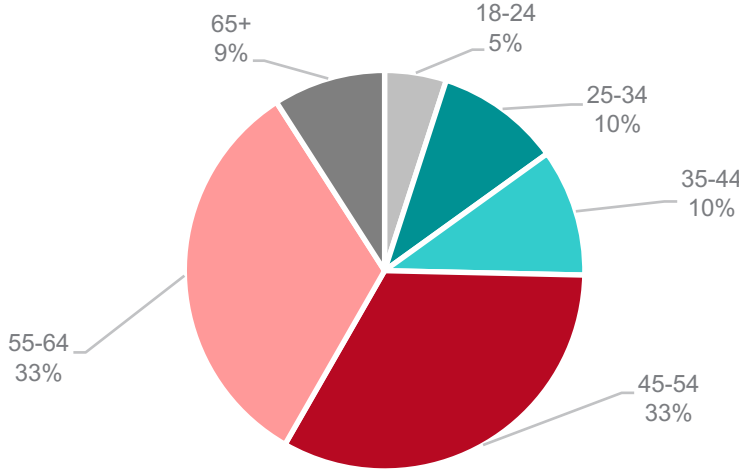
Age breaks
(M = 41.97, SD = 12.27, Range 18-81)

Total responses
2009

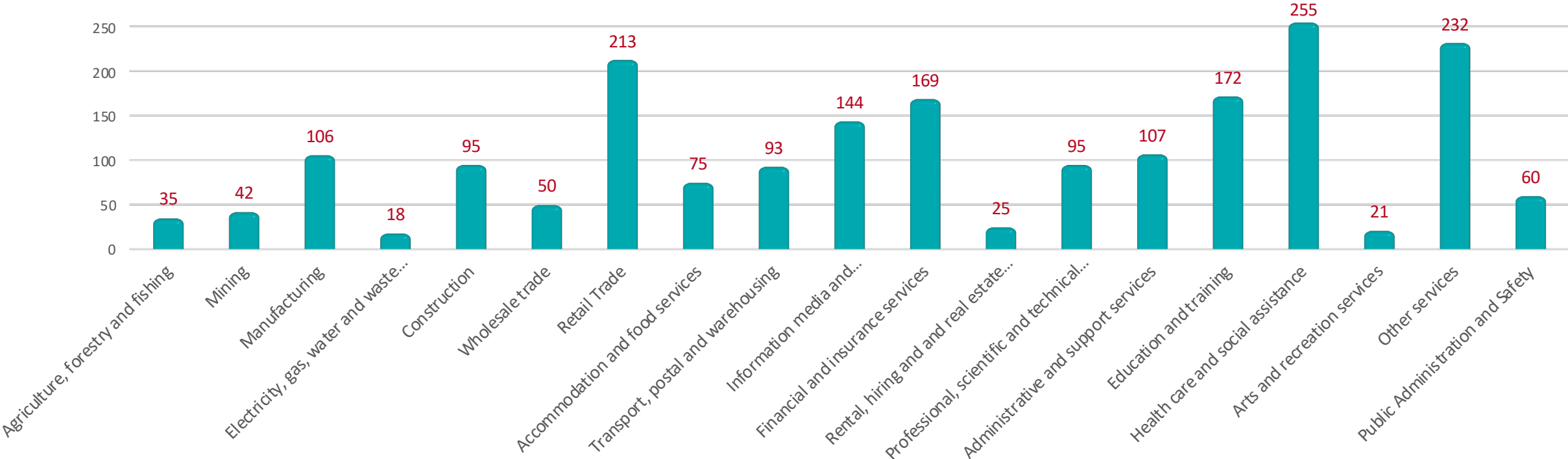
Female
975

3 non-completions

Male
1031



	Total	M	F
18-24	100	19	79
25-34	202	71	131
35-44	206	60	146
45-54	662	349	313
55-64	656	399	256
65+	183	133	50



Example of Report Structure

INCLUDE

ORGANISATIONAL ACTIONS
EXPERIENCED REALITY
INDIVIDUAL ACTIONS

CONCEPT

DEFINITION



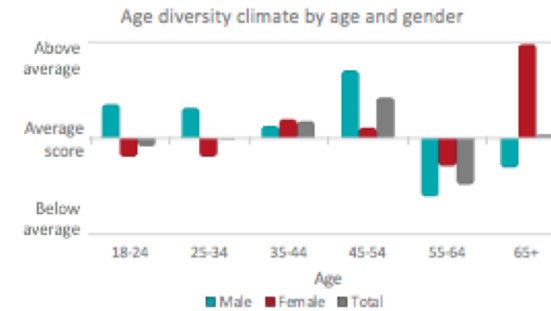
ORGANISATIONAL ACTIONS: AGE DIVERSITY CLIMATE (RIGHT)

SURVEY FINDINGS

On average participants in our sample reported positive diversity climates in their employing organisations (M=3.72, SD=.85).



A closer analysis of responses to the full scale (measured using 4 questions) reveals significant variations in these perceptions across age and gender. The trend for men indicates perceptions above the sample average at younger ages, and a decrease in scores at later ages in life. By contrast, younger women score below the sample average, and experience a significant increase above the mean at 65 and over.



WHAT IS AGE DIVERSITY CLIMATE?

Age diversity climate refers to employees' shared perceptions of the fair treatment of employees of all ages in organisational policies, practices, procedures, and rewards. Notably, age diversity climate refers to employee perceptions of the fairness of organisational actions, rather than actual fair treatment.

A positive age diversity climate suggests that employees do not believe that age (either youth or maturity) presents a barrier to participation or progression in the organisation. Research has found that a positive age diversity climate is associated with positive outcomes for individual employees, teams and overall organisation performance.

With age diversity projected to continue to increase in Australian organisations, creating an environment in which all employees feel valued and respected regardless of their age will become increasingly important. Organisations can improve their age diversity climate through the development of age-inclusive Human Resources policies and practices, such as age neutral hiring procedures, equal access to training and development, and fair opportunities for promotion.



Respondents over 60 years old report significantly poorer diversity climates compared to younger employees.



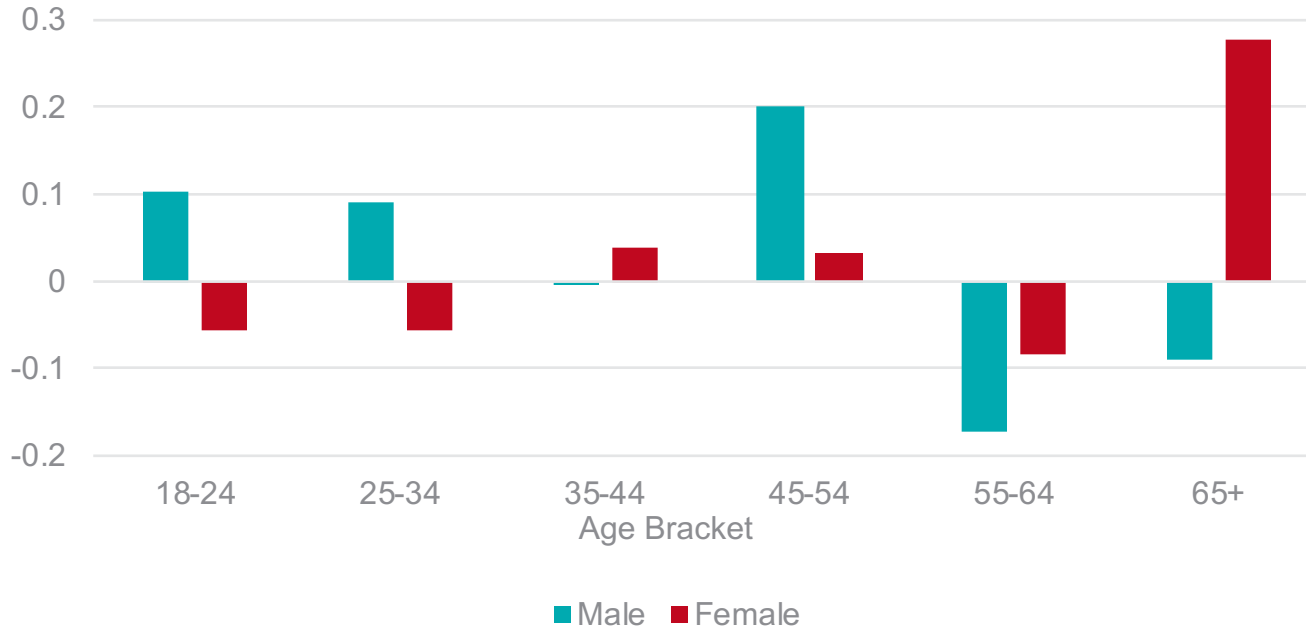
Age diversity climate is strongly associated with job satisfaction (.47) and reduced turnover intentions (.36).



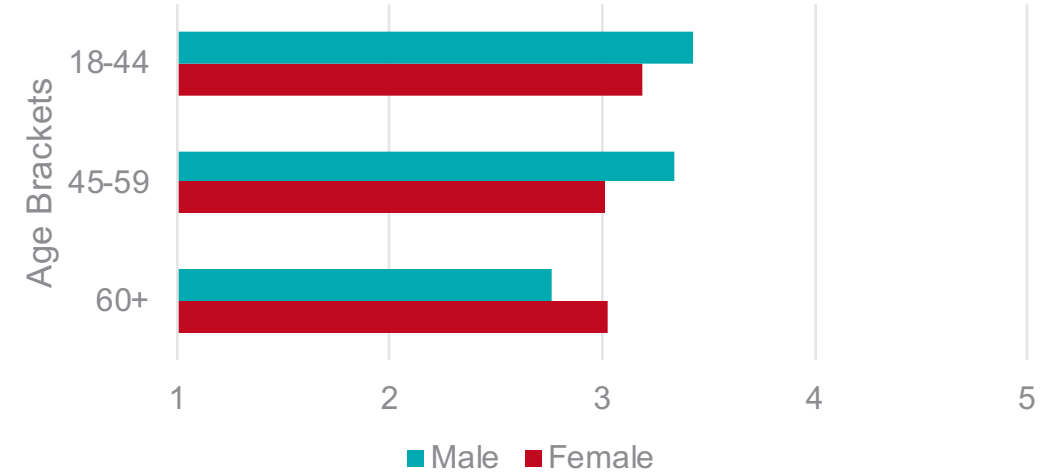
Mature workers (45+) working in remote areas experience more positive age diversity climates.

ORGANISATION ACTIONS: Age Diversity Climate & HR Practices

Age diversity climate by age and gender
(M = 3.9)*



Monitoring the skills of workers of all ages and providing training to upgrade and maintain skills



“Our company makes it easy for people from diverse age groups to fit in and be accepted.”

*Factor loading presented graphs



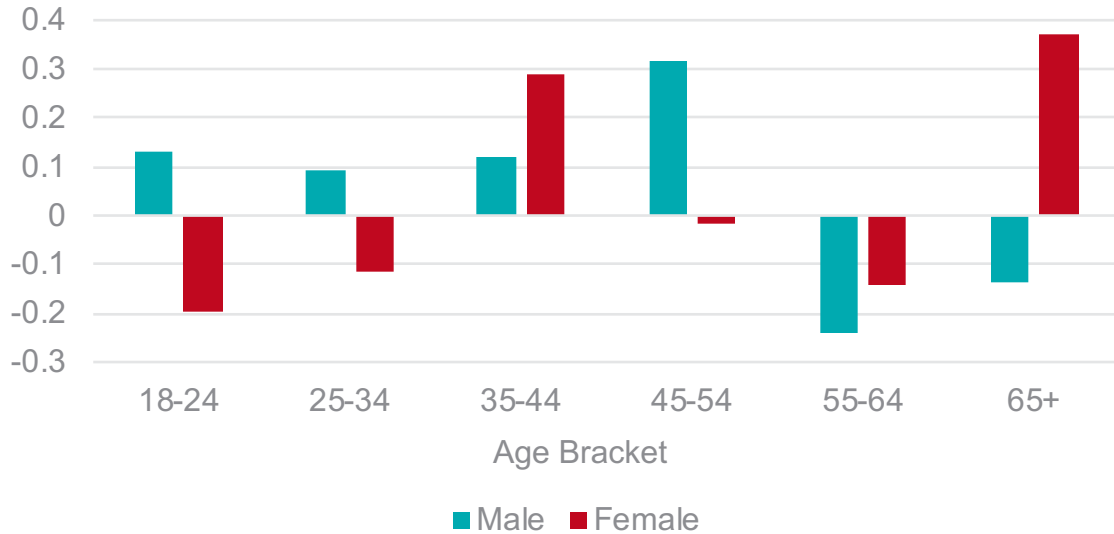
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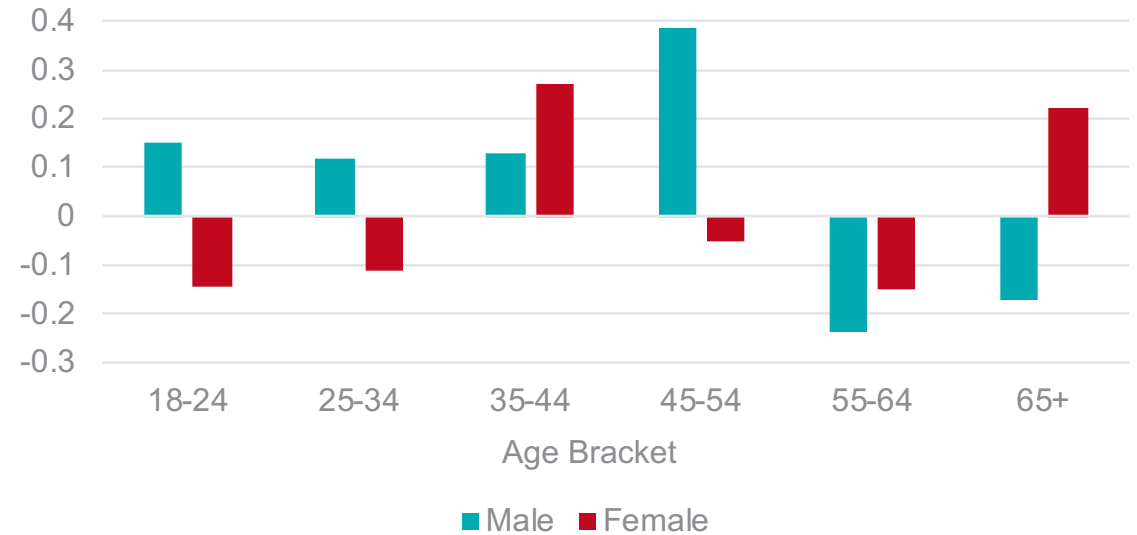
Mature workers (45+) working in remote areas experience more positive age diversity climates.

ORGANIZATION ACTIONS: Leadership Quality

Supportive Leadership
(M = 3.5)



Personal Recognition
(M = 3.6)



“My supervisor considers my personal feelings before acting”

“My supervisor commends me when I do a better than average job”

60+

Employees aged 60 and over who are employed in public administration report some of the lowest leadership scores.



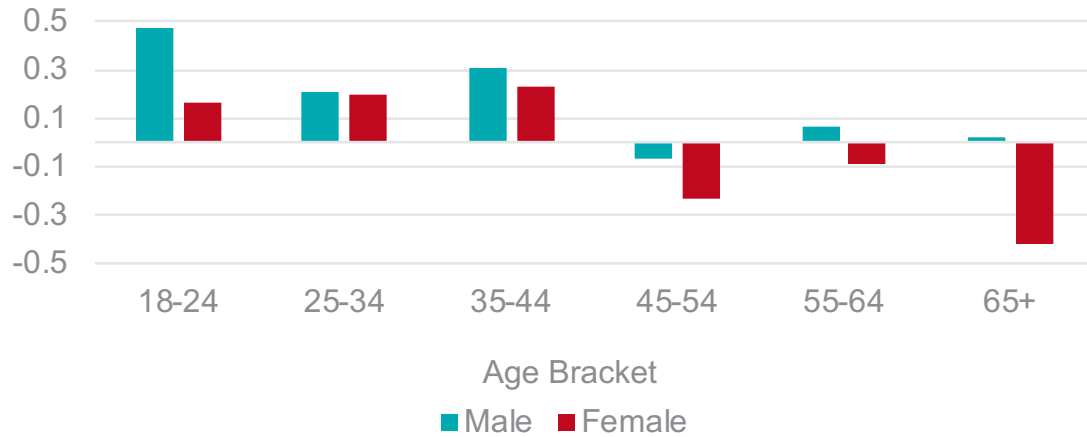
All participants in small companies (20-40) report poorer leadership than other sizes. However, individuals aged 60+ experience particularly poor leadership when in large organisations (500-1000).



Men in community/personal service roles report poorer leadership, whereas women in machinery/operator roles report poorer leadership quality.

EXPERIENCED REALITY: Workplace Age Bias

Perceived Workplace Age Bias
(M = 3.6)



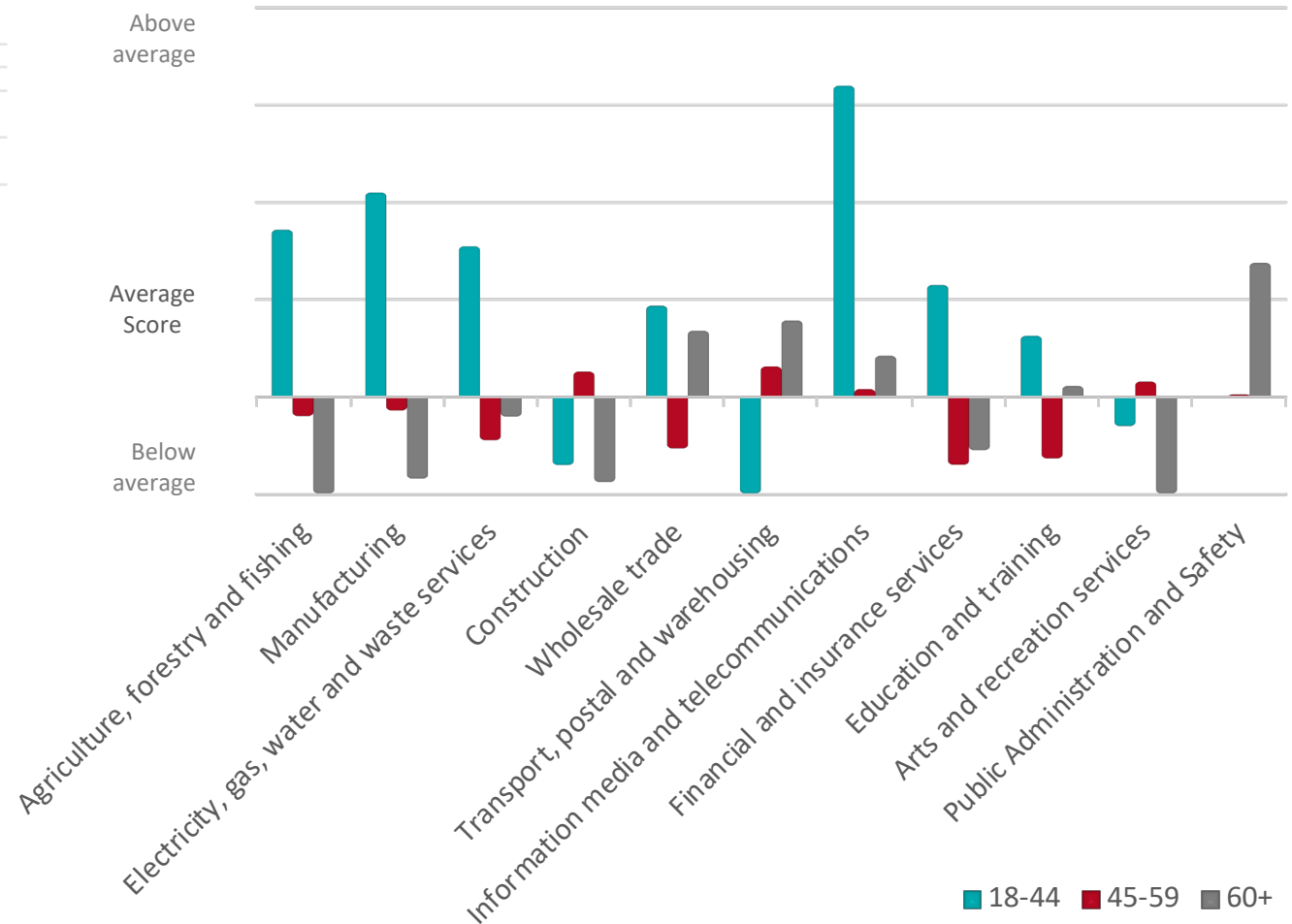
Respondents aged 18-44 employed in metropolitan areas report the highest levels of age bias, whereas people aged 60+ employed in remote areas report the lowest levels of age bias.



Women tend to report less age bias compared to men across all company sizes *except* in very large companies (1000+).

"I have sometimes been unfairly treated at work because of my age"

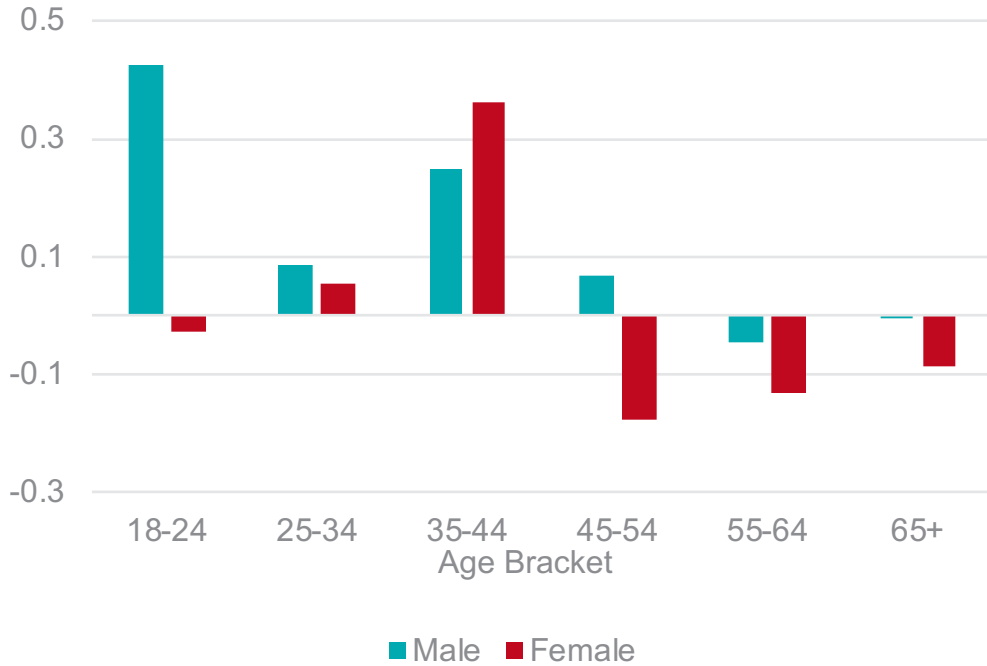
Age Bias by Age and Industry



■ 18-44 ■ 45-59 ■ 60+

INDIVIDUAL ACTIONS: Career Withdrawal & Retirement Obligation

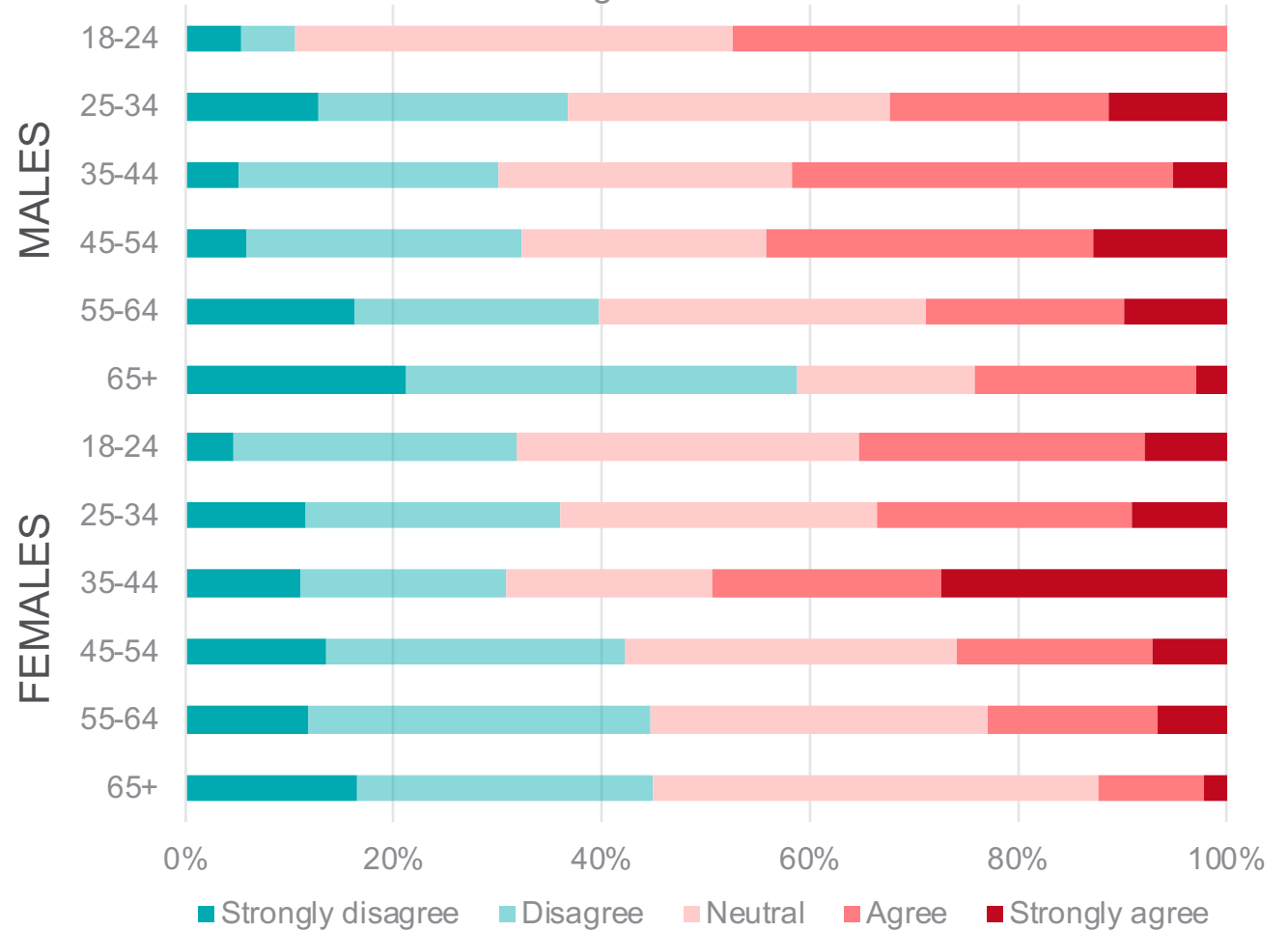
Career Withdrawal
(M = 3.7)



“I do not keep up as well with the latest developments in my field as I did 2 years ago:

Retirement Obligation

“I feel it is important to retire on time to make way for next generation”



RELATIONSHIP WITH OUTCOMES

		Engagement	Burnout	Job Satisfaction	Psychological Well-Being	Work Ability	Health	Life Satisfaction
Org Action	Age Diversity Climate	.432**	-.283**	.495**	.369**	.214**	.301**	.307**
	Age Inclusive HR Practices	.469**	-.229**	.526**	.414**	.229**	.369**	.365**
	Supportive Leadership	.432**	-.252**	.515**	.368**	.181**	.291**	.330**
	Personal Recognition	.467**	-.255**	.534**	.399**	.196**	.313**	.353**
Exp Reality	(Lack of) Age Bias	.120**	-.428**	.213**	.156**	.144**	.084**	.149**
Individual Actions	Career Withdrawal	.111**	-.292**	.157**	.152**	.245**	.064**	.108**
	Retirement Obligation	0.042	.115**	.089**	.072**	-0.041	.075**	.096**



Inclusive HR Practices & Leadership Quality – consistently stronger predictors for almost all the outcomes



Burnout
Turnover
Absent.
Health

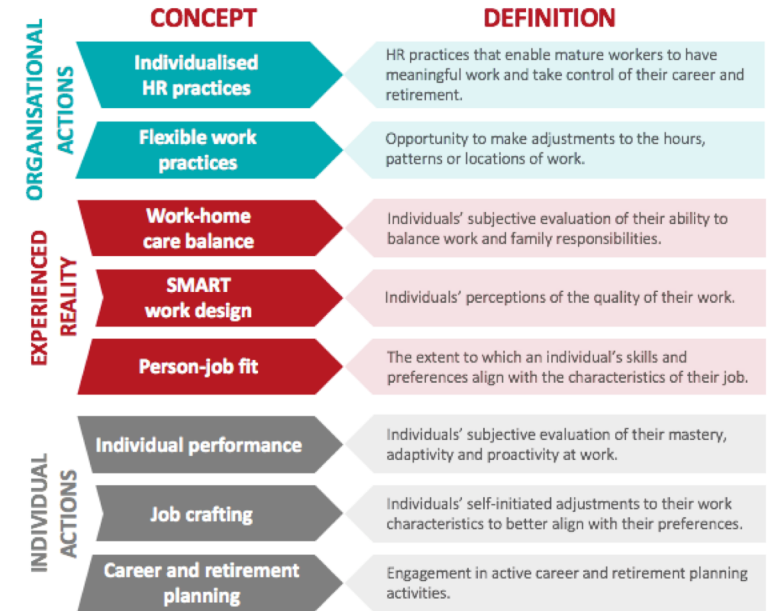
Psych. WB
Desired
Ret. Age



Age Bias Perceptions are a strong predictor of employee Burnout and Turnover intentions

Moving forward

- Finalizing Report – Late 2019 launch
 - Use of the existing data for stakeholder/media engagement
- Exploring publication potential
 - Age Bias
 - Care Responsibilities
 - Future Old Work Selves
- Exploring ways to enrich the study design
 - Longitudinal Follow-up
- Associate Investigators involvement





Web <https://matureworkers.cepar.edu.au/>

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