

8th Age in the Workplace Meeting

Official Conference Booklet

15th – 17th October, 2025

College of Administrative
Sciences and Economics,
Koç University, Istanbul,
Turkey

Meeting Chair: Justin Marcus, Koç University
Board of the Age in the Workplace Network:
Jürgen Deller, Leuphana University of Lüneburg, Germany
Franco Fraccaroli, University of Trento, Italy
Noreen Heraty, University of Limerick, Ireland
Jean McCarthy, University of Limerick, Ireland
Donald Truxillo, University of Limerick, Ireland
Mo Wang, University of Florida, United States
Sara Zaniboni, University of Bologna, Italy, and
ETH Zurich, Switzerland



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Preface

Dear Colleagues,

Welcome to the 8th Age in the Workplace Meeting in Istanbul, hosted by the College of Administrative Sciences and Economics (CASE) and the Graduate School of Business (GSB) at Koç University!

As in previous years, the program covers a diverse range of innovative and inspiring research presentations, including traditional presentations, blitz talks followed by gallery walks, and moderated discussions on various topics related to the science and practice of work and aging. Thank you all for the high-quality submissions that made this program possible.

Building on the success of previous AWM events, we are organizing a pre-conference PhD Workshop to support early-career scholars in our research community. Several starting and advanced PhD students will meet with mentors to delve into high-impact writing and publishing, to receive feedback on their PhD projects, and to discuss the art of crafting their research identity in the field of aging at work. Our gratitude goes to our mentors for sharing their experiences with junior scholars in our field.

We hope you have a fulfilling time exploring Turkey and participating in scholarly conversations.

Sincerely,
The AWM 2025 Organizing Committee



Justin Marcus, Associate Professor of Management and Strategy, KU CASE & GSB



Noura Al Mursi, PhD Student, KU CASE & GSB



Cansu Yamanlar, GSB Stakeholder Relations & Policy Specialist



Vildan Ertuğrul, CASE Faculty Administrative Assistant



Aylin Büyük Türot, CASE Faculty Administrative Assistant

Welcome Message from the Dean

Prof. Dr. Şuhnaz Yılmaz Özbağcı

Dean, College of Administrative Sciences and Economics (CASE) and the
Graduate School of Business (GSB)
Koç University

Dear Colleagues,

I welcome you with great pleasure to the **8th Biennial Age in the Workplace Meeting (AWM 2025)**, hosted by **Koç University** in the vibrant city of Istanbul. As Dean of the College of Administrative Sciences and Economics (CASE), I am honored to welcome you to this international gathering of leading minds dedicated to advancing our understanding of aging in the modern workplace.

This year's meeting takes place at a critical time when global demographic shifts are deeply influencing how we work, retire, and age with dignity. The Age in the Workplace Network has consistently provided invaluable scholarly and practical insights into these changes. We are delighted that this year's discussions will take place within the dynamic academic and cultural environment of Koç University.

At Koç University, we are committed to rigorous research, interdisciplinary collaboration, and global engagement. As the College of Administrative Sciences and Economics and the Graduate School of Business, we are proud of being the only university in Turkey holding Triple Crown status underlining our dedication to academic excellence and constant improvement. Hosting this meeting reflects our dedication to fostering meaningful dialogue across borders and sectors, and to supporting research that contributes to inclusive, resilient, and forward-looking work environments.

I would like to thank the organizing committee, especially Assoc. Prof. Justin Marcus, for their tremendous effort and leadership in making this event possible. I also extend a warm welcome to the early career researchers and PhD students joining us, your contributions represent the future of this vital field.

I wish all participants an inspiring, collaborative, and memorable experience at AWM 2025.

Warm regards,
Prof. Şuhnaz Yılmaz Özbağcı
Dean, College of Administrative Sciences and Economics (CASE)
Koç University



Şuhnaz Yılmaz Özbağcı

Conference Program

Wednesday, October 15		Venue: Founders Hall, Koç University (Rumelifeneri Mah., 34450 Sariyer / Istanbul)
8:30-9:30	Arrival and registration	Welcome coffee and snacks
9:30-9:45	Opening	Welcome address by the conference hosts Justin Marcus Şuhnaz Yılmaz Özbağcı, Dean of the College of Administrative Sciences and Economics, Koç University
9:45-11:15	Presentations #1	Successful Aging at Work (5 oral presentations) Session chair: Donald Truxillo
11:15-11:45	Break	Coffee Break
11:45-12:45	Gallery Walk #1	Successful Aging at Work (7 poster presentations) Session chair: Slavka Silberg
12:45-13:45	Lunch	Catering provided in Founders Hall
13:45-14:45	World Cafés	Discussion 1: Patrick Vestner, Ivana Igic & Ariane Froidevaux Discussion 2: Meghan Davenport
14:45 – 15:00	COST Action LeverAge: Update	Justin Marcus & Susanne Scheibe Action Chair & Action Vice Chair of COST Action LeverAge
15:00-15:45	Photos and Tour of KU	Photo session (Founders Hall) Koç University campus tour
16:00	Shuttle departure	Shuttle service back to the conference hotel
18:30-21:30	Conference Dinner	Sheraton Hotel Restaurant , Sheraton Istanbul Levent

Thursday, October 16		Venue: Founders Hall, Koç University (Rumelifeneri Mah., 34450 Sarıyer / İstanbul)
8:30-9:15	Arrival	Founders Hall
9:15-10:45	Presentations #2	Integration of Age-Diverse Workers (5 oral presentations) Session chair: Michela Vignoli
10:45-11:15	Break	Coffee Break
11:15-12:15	Gallery Walk #2	Integration of Age-Diverse Workers (7 poster presentations) Session chair: Susanne Scheibe
12:15-13:15	Lunch	Catering provided in Founders Hall
13:15-14:45	Presentations #3	Career Development in Later Life and Retirement (5 oral presentations) Session chair: Sara Zaniboni
14:45-15:00	Break	Coffee Break
15:00 – 15:50	Journal Updates (hybrid)	Mo Wang (<i>Work, Aging, and Retirement</i> , Editor-in-chief) Hannes Zacher (<i>Psychology and Aging</i> , Editor-in-chief)
16:00	Shuttle departure	Shuttle service back to the conference hotel
19:00-22:00	Conference Dinner Cruise	Emirgan Iskelesi

Friday, October 17		Venue: Founders Hall, Koç University (Rumelifeneri Mah., 34450 Sarıyer / Istanbul)
8:30-9:15	Arrival	Founders Hall
09:15-10:45	Presentations #4	Work and Organizational Practices for a Multi-Age Workforce (5 oral presentations) Session chair: Dorien Kooij
10:45-11:15	Break	Coffee Break
11:15-12:15	Gallery Walk #3	Aging and Technology at Work & Macro Level Issues (7 poster presentations) Session chair: Bernadeta Goštautaitė
12:15-13:00	Business Meeting	Looking Ahead: AWM 2027 Wrap-up and farewell
13:00-14:00	Lunch	Catering provided in Founders Hall
14:00-16:00	Post-program	Additional working time (Rooms are available upon request*)
14:15	Shuttle departure	Shuttle service back to the conference hotel
16:15	Shuttle departure	Additional shuttle service back to the conference hotel

*Please contact us at least two weeks in advance if you wish to book a room for post-conference work.

General Info

Getting around Istanbul

Istanbul is served by two major international airports:

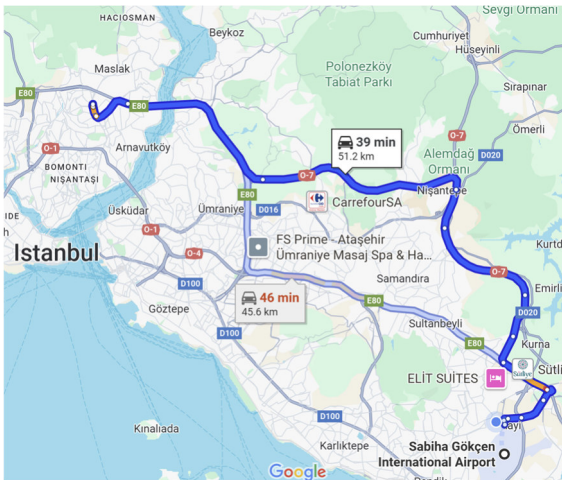
- **Istanbul Airport (IST)**, located approximately 40 km northwest of the city center.
- **Sabiha Gökçen International Airport (SAW)**, located about 50 km southeast of the city center.

Both airports offer convenient transportation options to the city center and Koç University (KU). The airport closest to the conference hotel and to the university is **Istanbul Airport**.

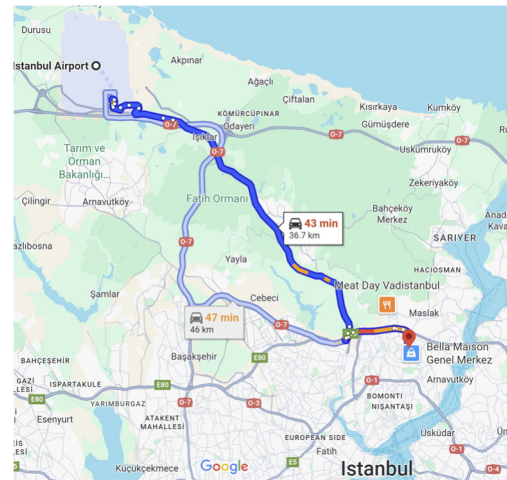
By Taxi / Car

From IST/SAW: The journey to KU/Sheraton Levent typically takes around 40-60 minutes, depending on traffic. You can find a line for taxi waiting in each airport. It is usually safe to take it from there as long as you are following up on the Google map to reach your destination.

- The taxi should start his meter at 42TL and it will typically cost for this travel distance around 1400TL-1900TL, approximately 30-40 Euros (based on the conversion rate).
- Autobahn/Bridge charges are separate from the taxi fare which is usually given during passing any bridge on the light banner in front of the car passage. The cheapest usual route taken by most passengers is the second bridge. You can request this specifically from the taxi driver.



From SAW to Sheraton Istanbul Levent
through the 2nd bridge



From IST to Sheraton Istanbul Levent

The most convenient taxi services in Istanbul is provided by *Bitaksi*. Merely download their [application](#) and provide your payment card details. [More information on Bitaksi](#).

To order a taxi from the KU's main campus Martı Taxi (no application required), just call +90 212 341 11 84 (beware they might not understand English that well). You may ask anyone on campus who knows Turkish to order one for you.

Using Public Transport

Istanbul has an extensive public transportation system, including buses, metro, trams, and ferries. For optimal navigation, it is recommended to either use Google Maps or download the [Moovit](#) app, **Moovit** provides more accurate bus schedules.

You can either pay with your credit card on any bus or purchase the Istanbul Card (**Istanbulkart**) for transportation, which is a more cost-effective option. This card is usually available at all airports, metro stations, and supermarkets. The Istanbul Card is usually used on all public transportation. You can also download its app, load its digital card, and use its QR code reader/scanner to access all public transportation. The public transportation fee for a one-way trip ranges between 27TL and 60TL based on the line and travel distance used.

Another form of public transportation is the **Airport Buses** to city center. You have to ask about the bus that best goes to your direction and pay with a credit card to the driver when loading your bags into the airport bus. This ticket should cost around 275TL.

[More information on Istanbulkart](#)

- **From IST to Sheraton Levent Hotel:** This journey typically takes around 80 minutes. The best route is by taking the Airport Bus to “4. Levent” station then walk 230m to the “Sheraton Levent Hotel”.
- **From SAW to Sheraton Levent Hotel:** This trip usually takes about 110 minutes. The best route is by taking metro M4 directly from inside “SAW” to “Ayrılık Çeşmesi” stop to change to “B1 Marmaray” (on the direction to Halkalı). Another change should be done between B1 and M2 at “Yenikapı” station. M2 will take you directly to “4. Levent” station which is only 230m away from the “Sheraton Levent Hotel”.

KU has provided shuttles to transfer participants between the “Sheraton Istanbul Levent Hotel” and the university’s main campus on Rumelfeneri. You can also ask for a taxi to take you to the university or get you back from the university to the city center. Public transportation, yellow buses and mini buses, is available from the main campus as well.

Weather

In mid-October, Istanbul typically experiences mild and pleasant autumn weather. You can expect daytime temperatures to range from about 18°C to 22°C (64°F to 72°F), making it comfortable for outdoor activities. Evenings and early mornings may be cooler, dropping to around 12°C to 15°C (54°F to 59°F), so a light jacket or sweater is recommended.

October is generally one of the drier months in Istanbul, but occasional rain showers can occur, so it’s good to have an umbrella handy just in case. The city’s natural scenery starts to show autumn colors, and the air is usually crisp and fresh, ideal for exploring the city comfortably.

[More information about October in Istanbul.](#)

Accommodation

Address of the conference partner hotel:

[Sheraton Istanbul Levent](#)

Levent, Büyükdere Cd. 3-4 4, 4330 Kağıthane, İstanbul, Türkiye

Shuttles between “Koç University” and the conference hotel, and to and from the conference dinner cruise, will be departing from the “Sheraton Istanbul Levent Hotel”. ***If you decide to stay at a different hotel, you can either make it to the shuttle service pick-up point at the Sheraton Istanbul Levent (there are many hotels within walking distance of the Sheraton) or commute to KU on your own.***

The hotel is marked on the map, as well as other [conference location](#), i.e. Koç University:



Conference Venue

Koç University, Founders Hall

Located in the Sarıyer district of Istanbul, Koç University's Founders Hall is a modern and spacious facility designed to support academic excellence and collaboration. The campus features state-of-the-art auditoriums, lecture halls, seminar rooms, and comfortable common areas conducive to networking and informal discussions. The university is renowned for its vibrant academic community and supportive environment.

The sponsors for the 8th Age in the Workplace Meeting (AWM 2025) include Koç University, Oxford University Press and the University of Florida. The PhD Workshop will be held in the Sheraton Istanbul Levent Hotel. The main conference events will be held from October 15 to 17 in the Founders Hall at Koç University's main campus.

*During the conference breaks, **coffee and lunch will be served to the conference participants on campus.***

Wi-Fi access will be available on campus for conference participants via the university's GUEST WIFI network.

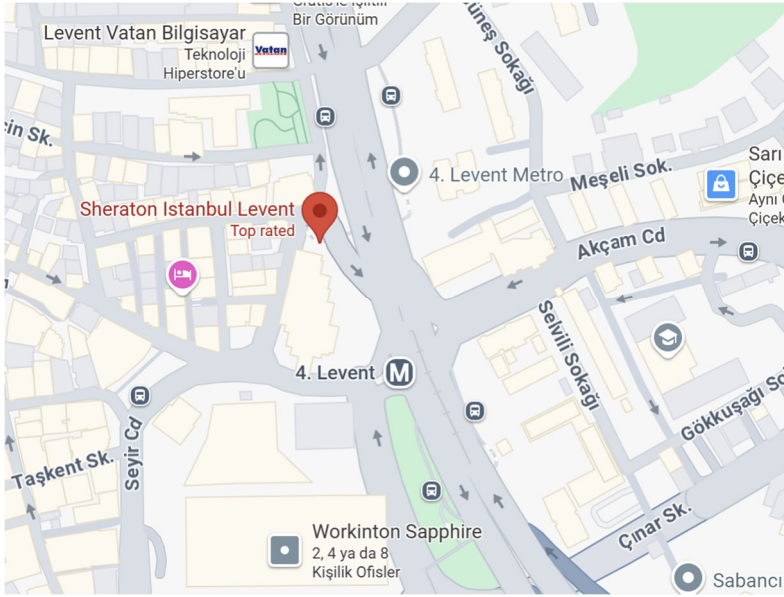


Dinners

You can find the addresses of the dinner locations on Google Map here below:

15th October, Conference Hotel Dinner

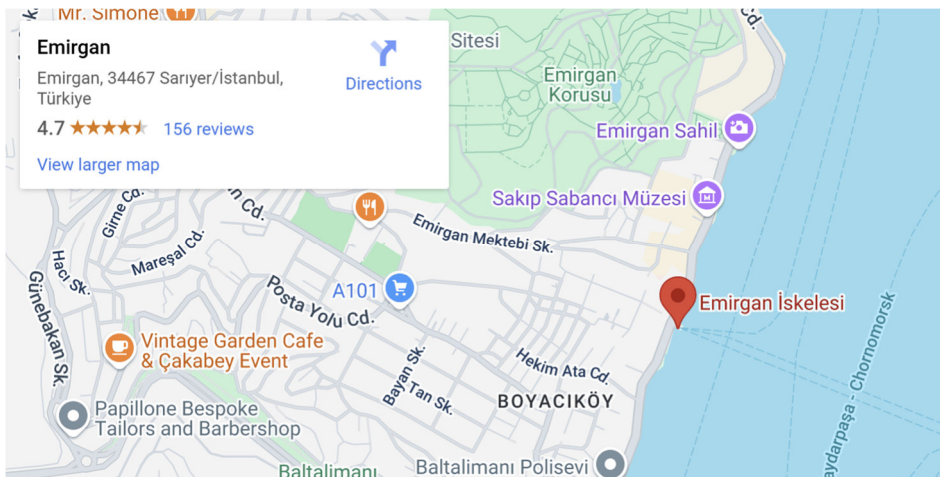
[Sheraton Hotel Restaurant](#), [Sheraton Istanbul Levent](#) at 18:30



16th October, Conference Dinner Cruise

The boat will depart from [Emirgan İskelesi](#) (Emirgan Pier) at 19:00

(Address: Emirgan, 34467 Sarıyer/İstanbul, Türkiye)



Printing Services

Poster printing services are available on campus in “Copyland” store. Instructions are below:

1. To avoid any confusion, the poster e-mails should be sent with the conference name (AWM 2025) to bekir@copyland.com.tr (cc: awm2025@ku.edu.tr and nmursi23@ku.edu.tr).
2. The standard poster size for printing is A0, vertical.
3. The documents should be sent in PDF format.
4. The printing cost is 1000 TL, credit card or cash.
5. All poster printing requests should be delivered at least 3 days in advance.

Copyland is located at the Student Center (ÖMER building) on the main campus right next to Founders Hall building (conference venue). It is located on the level (-2), i.e. 2nd basement floor near the Yemekhane (University’s Food Court). In the Students’ Center we also have a minimarket, some snack shops, and restaurants.



Emergency Contacts

Noura Al Mursi - Email: nmursi23@ku.edu.tr - WhatsApp/Mobile: +90 535 014 94 92.

KU Campus Emergency Numbers:

- To call from a mobile phone, please dial +90 212 338 11 22.
- To call from any campus landline, please dial 1122.



Istanbul Emergency Numbers:

- Police: 155
- Fire: 110
- Ambulance: 112

Note to the Speakers

Info on Oral Presentations

When presenting, please follow these **general guidelines**:

1. You will have around 15 minutes for your presentation, including the Q&A session.
2. The length of your speech is determined solely by you – be it five or fifteen minutes – depending on how much audience interaction you want. We recommend 12 minutes for speaking and 3 minutes for Q&A.
3. You can moderate your own Q&A session by asking the public to react to aspects of your presentation.

Presentations #1	Successful Aging at Work
Goštautaitė et al. (8 authors)	Are Older Workers Less Adaptive? A Meta-Analytic Investigation of the Relationship between Age and Adaptive Performance
Aksoy	How Long-Term Orientation and Turnover Intentions Shape Older Employees' Prosocial Behaviors
Vestner, McCarthy & Kooij	Promoting Successful Ageing in Digital Workplaces; Support Bundles for Self-Regulation at Different Life-Stages
Scheibe et al. (14 authors)	A Systematic Review of Interventions to Promote Successful Aging at Work
Fang, Qian & Wang	The Curvilinear Effect of Age on Digital Technology Self-Efficacy at Work and Work Engagement

Presentations #2	Integration of Age-Diverse Workers
Settles & Wang	An International Comparison of Age Discrimination, Perceptions of Aging in the Workplace and Retirement Law
Goštautaitė, Shao, Liubertė & Žebrytė	Silver Entrepreneurship in Context: A Multilevel Investigation Across 40 Countries
Seyban & Turek	Health Consequences of Extended Precarious Employment for Older Women: A Latent Class Approach
Eppler-Hattab & Steindórsdóttir	The Working Life Course of Aging LGBTQ Workers: An Intersectional Perspective and A Theoretical Framework
Fasbender, Drury, Keller, Goštautaitė, Vignoli & Wolf	Age-Diverse Friendships as Social Glue at Work and in Society: Towards a New Taxonomy and Research Agenda

Presentations #3	Career Development in Later Life and Retirement
Bartol, Grah & Peljhan	Exploring Work-Related Identity Loss and Job-Loss Grief in the Retirement Transition
McCarthy & Heraty	How do Resources and Financial Planning Influence Subsequent Well-Being in Retirement?
Von Bonsdorff, Rönkkö, & Mansikkamäki	Entrepreneurial Exit to Retirement Through the Lens of the Theory of Planned Behavior
Zaniboni, Pfrombeck & Grote	Reframing Uncertainty Across the Lifespan: Multiple Interventions Targeting Uncertainty Mindset in Job Search and Technology Adoption
Walwei	Older Workers: Why Do Some Countries Achieve High Labor Market Participation Rates?

Presentations #4	Work and Organizational Practices for a Multi-Age Workforce
den Boer & van Vuuren	Working Longer: Influencing the Willingness of Older Employees Through Job Design and Job Crafting
Berg & Piszczek	Organizations and Workforce Aging: Stakeholders, Interests, and Human Capital Management
Silberg & Al Mursi	Uplift: Unlocking Potential Through Lifelong Individualised Training
Laguerre	Putting “Age” Back Into “Age-Related” HRM: Understanding Age-Inclusive HR Practice Perceptions Through the Lens of Self-Determination Theory
Schepp & Böhm	Crafting Sustainable Work: Exploring the Relationship between Job Crafting and Work Ability Across Age Groups

Info on Gallery Walks “Poster Presentations”

When presenting a poster during a gallery walk, please follow these **general guidelines**:

Gallery walk presentations will consist of **two parts**: a blitz-talk and discussions with interested participants.

- During the blitz-talk, you will **only have 5 minutes to present** your poster.
- After all presentations are done, you will have **25 minutes** for the gallery walk **to interact with the conference participants** and get feedback on your work.

Please find the full titles of the poster presentations below:

Gallery Walk #1	Successful Aging at Work
Michel, Wöhrmann & Härtel	Job Demands and Working Time Characteristics as Antecedents of Ability and Preference to Work until Regular Retirement Age
Truxillo & Heraty	Aging to Support Others at Work: A Predictor of Successful Aging?
McCarthy, Truxillo & O'Shea	Examining Changes In Perceived Work Ability Over Time: A Longitudinal Study
Sousa, Leal & Almeida	Remnants of the Pandemic Among Teachers: Age Discrepancy, Work-Family Conflict And Burnout
Seiferling	Age-Related Differences in Experienced Mental Stress in the Workplace
Carls, Peters, Voss & Boehm	Individual Age as A Decisive Factor in Stressful Work Experiences: Explorative Results from the World Trade Center Health Monitoring Cohort
Ryan, Heraty & McCarthy	A Qualitative Exploration of the Experiences of Older Workers in Ireland as They Age

Gallery Walk #2	Integration of Age-Diverse Workers
Setiono, Goštautaitė & Keller	Age-Diverse Interventions for Facilitating Friendship: A Scoping Review
Steindórsdóttir & Goštautaitė	Negative Career Shocks and Subjective Career Success: A Lifespan Developmental Perspective
Žnidaršič	To Share or Not to Share? Untangling the Delicate Relationship between Different Generations at Workplace When it Comes to Knowledge Transfer
Bellotti & Zaniboni	The Subtle Sting of Age-Based Microaggressions: Unpacking its Effect at Work
Drury, Payne, Grad, Wolf & Fasbender	Can Age-Diverse Friendships at Work be a Catalyst to Benefit Other Groups in Society?
Gouri, Liubertė & Goštautaitė	How Employees Speak about Age-Diverse Friendship at Work
Carls, Peters & Boehm	Exploring Nonlinear Effects of Age Diversity in Banking Teams on Objective Performance Outcomes and Subjective Well-Being

Gallery Walk #3	Aging & Technology at Work & Macro Level Issues
Pak, Renkema & van der Kruijssen	Technology and Successful Aging in The Healthcare Industry: A Qualitative Study
Schellaert, Deros & Lippens	Age Bias in ChatGPT's vs. Recruiters' Assessment Of Resumes: The Role of Job Stereotypes
Fazi, Zaniboni & Wang	Craft Your Job Through Artificial Intelligence: An Investigation of Workers' Augmented Crafting Behavior and Age-Related Aspects
Laribi, Kuyken & Schropp	From "Young And Old" to Generation Z, How Media Narratives Reinforce Generational Divides in Times of Technological Change
Oliveira et al. (12 authors)	Necessary HRM Practices for Extended Working Lives in Tight and Loose Societies: A Comparative Perspective
Wehage, Deller, Finsel & Wöhrmann	The German and U.S. Validation of the Later Life Workplace Index Extra-Short Form (LLWI-XSF)
Turek, Wang & Jager	How Workplace Training Policies Shape Inequalities in Working until Later Ages: A Simulation Approach to Organizational Practices

Sponsors



College of Administrative Sciences and Economics (CASE)

Founded in 1993, Koç University is a prestigious private research institution located in Istanbul, Turkey. It is dedicated to providing high-quality education, fostering innovative research, and developing future leaders across various academic fields. The university maintains strong connections with the international academic and business communities and actively contributes to addressing contemporary social, economic, and technological challenges. Koç University serves as a vibrant platform for students, executives, entrepreneurs, and experts seeking excellence in education and research.

Website: <https://www.ku.edu.tr>

Conference website: https://kocuniversitesi.formstack.com/forms/awm_abstract_submission_form

Work, Aging and Retirement



Work, Aging and Retirement journal (Oxford Academic)

Work, Aging and Retirement journal provides a peer-reviewed forum for evidence-based, translational research on worker aging and retirement, with the goal of enhancing understanding of these phenomena. *Work, Aging and Retirement* reflects a broad community of professionals in the fields of psychology, sociology, economics, gerontology, business and management, and industrial labor relations. It aims to publish high-quality research that will generate interest from public policy makers, organizational decision makers, human resource professionals, and older worker advocates for the policy implications that these papers bear. *Work, Aging and Retirement* encourages an international perspective, publishing research and findings from various countries, regions, and entities that are governed by different socio-economic policies.

Website: <https://academic.oup.com/workar>



Warrington College of Business - University of Florida

The Human Resource Research Center (HRRC) is located within the Department of Management at the Warrington College of Business, University of Florida. The purpose of the Center is to contribute to both the science and the profession of human resource management by supporting educational programs and research that focus on factors that affect human performance in work settings in ways that have practical implications for management.

Website: <https://warrington.ufl.edu/human-resource-research-center/>

Abstracts by Sessions

Wed. Oct. 15th, 09:45-11:15 | Presentations #1: Successful Aging at Work

Goštautaitė^{1, 4}, Wang², Shao³, Yerlitas¹, Liubertė¹, Wang², Bučiūnienė¹ & Settles²

¹ISM University of Management and Economics, Lithuania

²University of Florida, USA

³University of Iowa, USA

⁴Vilnius University, Lithuania

Are Older Workers Less Adaptive? A Meta-Analytic Investigation of The Relationship between Age and Adaptive Performance

The prevalent stereotype that older workers are less adaptive and less capable of embracing diverse organizational and technological challenges is widespread. However, lifespan theories of human development contest this view by suggesting multiple age-related gains that older workers accumulate throughout their lives (e.g., experience in managing various changes), which should increase their adaptability to new adjustments. Nevertheless, empirical evidence regarding the relationship between age and adaptive performance remains inconclusive. This study aims to meta-analytically examine this relationship, focusing on the primary effect of age on adaptive performance, the multiple mediating mechanisms underlying this relationship, and various conceptual and methodological moderators. Our findings, based on 93 effect sizes ($N = 32\,886$), reveal that the overall relationship between individual adaptive performance and individual age is negligible. Additionally, our mediation analysis results indicate several important countervailing mechanisms explaining this relationship. Collectively, this paper contributes to a more nuanced understanding of adaptive performance across the lifespan, thereby advancing the discourse on aging in the workplace.

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How Long-Term Orientation and Turnover Intentions Shape Older Employees' Prosocial Behaviors

This study examines the relationships between organizational long-term orientation (LTO), turnover intentions, and employee age in influencing organizational citizenship behaviors directed toward individuals (OCBIs), using socioemotional selectivity theory (SST) and lifespan theories to explore age-related differences in workplace prosocial behaviors.

Survey data were collected from 487 full-time blue- and white-collar employees from various industries and municipalities in Türkiye. The sample had a mean age of 36 years ($SD = 9.59$), with ages ranging from 18 to 63 years, and included diverse educational backgrounds, tenure, and industry representation. The results provide support for the hypothesized three-way interaction between LTO, turnover intentions, and age on OCBIs, with distinct patterns emerging across age groups. For younger employees, LTO positively influenced OCBIs; however, slope differences across turnover intention levels were not significant, suggesting that turnover intentions do not substantially alter the LTO-OCBI relationship in this group. This indicates that younger employees, who may prioritize career advancement over relational goals, respond to LTO in a relatively consistent manner, regardless of their intent to stay or leave. In contrast, for older employees, turnover intentions significantly moderated the LTO-OCBI relationship. Older employees with low turnover intentions demonstrated a strong positive association ($\beta = 0.50$), with OCBIs increasing markedly as LTO rose, reflecting their alignment

with long-term organizational values. However, for older employees with high turnover intentions, the relationship was notably weaker ($\beta = 0.15$), indicating a more limited increase in OCBs as LTO increased.

These findings deepen theoretical understanding by integrating SST and lifespan theories to explain the mechanisms driving older employees' differential responses. According to SST, older employees with low turnover intentions are highly responsive to LTO because their focus on emotionally meaningful relationships aligns with the relational continuity emphasized in high-LTO contexts, driving their engagement in OCBs. They perceive the organization as a stable, long-term social environment where prosocial behaviors, such as helping colleagues, reinforce their emotional fulfillment and social bonds. Lifespan theories, like the lifespan theory of control, further suggest that these committed older employees optimize their current environment by contributing to long-term organizational success, viewing OCBs as a way to enhance their workplace legacy and support collective goals. Conversely, older employees with high turnover intentions exhibit a weaker response to LTO because their intent to leave shifts their focus away from future-oriented contributions to non-work related personal life goals. SST posits that, despite valuing relationships, their limited organizational time horizon reduces the perceived long-term benefits.

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Promoting Successful Ageing in Digital Workplaces; Support Bundles for Self-Regulation at Different Life-Stage

Digitalization and demographic change are two transformative forces and the intersection imposes substantial adaptive pressure on organizations and employees. However, the literature on successful ageing and digital technology has been mostly developed in silos, and if integrated streams (e.g., Pak et al., 2023; Sheng et al., 2022; Wang et al., 2024), often treated older workers as passive recipients of technological change, while neglecting the proactive strategies individuals use to manage work and aging (Kooij, 2015). Moreover, studies on successful ageing at work often adopt narrow or static definitions, overlooking its multidimensional (e.g., physical, cognitive, emotional, and social) and dynamic nature (Zacher & Rudolph, 2017). To date, relatively few studies have employed a holistic (e.g., work ability see McCarthy et al., 2024) or process-oriented (e.g., process model see Pfrombeck et al., 2023) approach. Moreover, although the benefits of age-sensitive organizational practices for employees across the lifespan are increasingly recognized (Boehm et al., 2021), much of the existing literature remains disproportionately focused on older workers instead of different life-stages. Research at the intersection of age and technology has traditionally framed employees as passive recipients (e.g., Meyer, 2011; Morris & Venkatesh, 2000), thereby overlooking both the agentic capacity of workers to shape their own adaptation processes as well as the differentiated support needs of employees at distinct life stages.

Adopting a lifespan perspective, our study addresses these gaps by designing a moderated mediation model to examine how organizational support bundles moderate the effect of technological workplace resources and demands on successful ageing outcomes via self-regulative mechanisms differently for employees of different age. Drawing on the lifespan theory of Selection Optimization and Compensation (SOC; Baltes (1987), we bundle organizational support practices into four categories: accommodative, maintenance, utilization and development practices (Boehm et al., 2014; Kooij et al., 2014). Further, we integrate research on technology adoption and informal learning to argue for relational support (e.g., peer-helping) as a supplementing category for successful ageing at

increasingly digital workplaces (Carstensen, 2006; Cerasoli et al., 2018; Venkatesh et al., 2003). We will empirically test our model (see Figure 1) in a three wave time-lagged study involving approximately 900 age-diverse employees in the Swiss Armed Forces. We propose that the conditional indirect effect of technological demands and resources on successful ageing outcomes, through self-regulatory strategies, is contingent on different combinations of workplace support bundles. We aim to identify support bundles that reinforce positive and mitigate negative indirect effects for different age groups in relation to institution-relevant parameters (e.g., military or civilian).

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A systematic review of interventions to promote successful aging at work

Background: The demographic shift toward an older labor force constitutes a salient macro-level trend reshaping organizational systems across industrialized economies. A growing body of research documents the multi-faceted impacts of aging and age diversity on organizational processes, and it is clear that there is large heterogeneity in aging trajectories and outcomes at work, indicating differential career sustainability across the working lifespan. This emerging knowledge base highlights opportunities for developing and implementing interventions in the work context to help workers and teams age more successfully at work. A 2015 review by Truxillo and colleagues found that very few studies on age and work interventions exist, and that even among the few studies conducted, most included weak effectiveness parameters and all were agnostic to lifespan theory. As more attention has been given to age and work interventions in the past decade, an updated systematic overview of their nature and effectiveness is warranted.

Objectives: This study's primary aim is to take stock of the existing body of age and work interventions and to develop a toolbox of evidence-based and effective interventions for organizational practices. We seek to systematically map out the existing types of interventions, chart their level (individual or group) and effectiveness, and report the mediating factors and moderators of intervention effectiveness. A secondary aim is to identify knowledge gaps and derive practical advice for future research on age and work interventions.

Methods and Results: Based on a preregistered protocol and PRISMA principles, we systematically searched three disciplinary databases (PsycInfo, MedLine, Business Source Premier) and one interdisciplinary database (Web of Science) and retrieved approximately 46K records (~32K records after deduplication). The title/abstract screening is currently underway. Subsequent stages include full-text screening, data extraction, and data synthesis. At the AWM, we will report our initial findings and discuss next steps for leveraging our results for the development of a practical toolbox for evidence-based practice to promote successful aging at work.

Fang¹, Qian¹ & Wang²¹Zhejiang University, China²University of Florida, USA***The Curvilinear Effect of Age on Digital Technology Self-Efficacy at Work and Work Engagement***

The widespread integration of digital technologies is reshaping the contemporary workplace by positioning digital technology use as a critical component in completing work tasks. Having sufficient digital technology self-efficacy at work serves as an important predictor that fuels employee work engagement. However, our understanding regarding the potentially complex relationship between age and digital technology self-efficacy at work remains limited. This gap hinders the development of targeted strategies to support diverse needs across age groups. To address this, the present study adopts a lifespan perspective to investigate how age may shape digital technology self-efficacy and subsequently impact employee work engagement. We present the theoretical model in the file attached.

We expect that younger workers, often perceived as digital natives, are generally more familiar with digital technologies, which contributes to their digital technology self-efficacy. Whereas older workers, often regarded as digital immigrants, may encounter age-related challenges in the workplace, including difficulties adapting to digital technologies (Fang et al., 2025). Nevertheless, their overall functioning can often be maintained, as they typically possess extensive tenure-based resources and can draw on adaptive strategies such as selection, optimization, and compensation (Baltes, 1997) to manage demands and support successful aging at work (Kooij et al., 2020). Given this adaptive capacity, it is plausible that older workers can also adjust to digital transformation, thereby preserving digital technology self-efficacy despite age-related changes. Middle-aged employees, however, may occupy an intermediate position where neither familiarity nor tenure-based resources are fully developed, potentially resulting in relatively lower digital technology self-efficacy at work as compared to their younger and older counterparts.

Analyzing data collected from 362 working employees (aged ranging from 24 to 62), we found a curvilinear relationship between age and digital technology self-efficacy at work. This finding indicates that, as compared to middle-aged employees, both younger and older workers report relatively higher levels of digital technology self-efficacy at work. Further, results also showed that digital technology self-efficacy at work was positively associated with employee work engagement, and this association was stronger when digital technology was considered useful at work. These findings offer insights for both theoretical advancements and practical implications.

Wed. Oct. 15th, 11:45-12:45 | Gallery Walk #1: Successful Aging at Work**Michel¹, Wöhrmann¹ & Härtel¹**¹Federal Institute for Occupational Safety and Health (BAuA), Germany***Job Demands and working time characteristics as antecedents of ability and preference to work until regular retirement age agenda***

Early retirement can have negative consequences for workers, organizations, and society. Many workers are likely to work longer if they are both mentally and physically able and if they want stay in the labor market. In this study, we investigate the role of different working conditions for workers' motivational preference and anticipated ability to continue working until regular retirement age, that is the age from which on they are usually entitled to full pension benefits. In particular, we investigate the

roles of psychological and physical job demands regarding the ability and preference to work until regular retirement age in the context of different working time characteristics.

Data from 7859 workers in Germany aged 50 to 65 years who participated in the 2015 BAuA-Working Time Survey were analyzed by means of logistic regression analyses. To test the robustness of findings, the analyses were repeated with a second sample of older workers who took part in the 2021 BAuA-Working Time Survey. Results from both survey waves showed that higher work intensity as well as physical work demands were negatively related to the anticipated ability to continue working until regular retirement. In addition, physical demands were also negatively related to the preference to work until regular retirement age. Our analyses revealed mixed findings concerning the moderating roles of working time.

Our study adds to research on how work place characteristics can affect retirement decisions for aging employees. Our findings indicate that older workers whose jobs involve highly intense work and physical demands are more likely to intend to or expect to retire early, and that working time characteristics may be of some relevance.

Managers can use our findings to understand that they can retain mature human capital by minimizing physical job demands and work intensity whenever possible. They should particularly avoid combining high work intensity, physical demands, night shift work, and frequently changing work schedules.

Truxillo¹ & Heraty¹

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Aging to support others at work: A predictor of successful aging?

Research has focused on successful aging at work (SAW; e.g., Kooij et al., 2020) and how to support older workers to maintain well-being, performance, work ability, and motivation. To go beyond chronological age and account for how differences in aging processes affect the attitudes and behaviours of older workers, researchers have examined the concept of subjective age (e.g., how old one feels or thinks they look; Barak, 1987). However, Zacher and Rudolph (2019) question the utility of subjective age measures because they do not provide incremental prediction of work outcomes beyond chronological age and existing variables such as core self-evaluations (CSE).

In contrast, morale age (Cadiz et al., 2022), or how one perceives their aging process, is an age-related self-perception that does not correlate strongly with chronological age and may predict work outcomes. Here we introduce a morale age measure specifically focused on how one believes they contribute to others at work as they age. Key here is that the scale items use an “at work” frame-of-reference in order to increase scale reliability and predictive validity (e.g., Lievens et al., 2008). We used a time-lagged Prolific sample (outcome variables measured at Time 2, two weeks later) of 250 working adults over 40.

Construct validity. The 3-item scale (e.g., “As I grow older, other people at work benefit from my experiences;” $\alpha=.92$), developed using a content sampling, did not correlate with (i.e., was not redundant with) age. It did correlate with the conceptually similar variables of CSE and general attitude towards own aging (ATOA; Yang et al., 2024).

Criterion validity. The T1 scale correlated with the T2 SAW outcomes of job satisfaction, commitment, workability, OCB-I, and motivation to continue working ($r=.16-.48$, $p<.01$). Hierarchical regression showed that, after controlling for CSE and ATOA, the new morale age scale predicted incremental variance in all outcomes ($\Delta R^2=.04-.07$) except motivation to continue working. We discuss future research to further develop the morale age concept and understand its antecedents and interventions to support it.

McCarthy¹, Truxillo² & O'Shea²¹Maynooth University, Ireland²Kemmy Business School, University of Limerick, Ireland***Examining Changes in Perceived Work Ability Over Time: A Longitudinal Study***

Objective: The current study aims to understand the malleability of each dimension of perceived work ability, as measured by the new Multidimensional Perceived Work Ability Scale (M-PWAS; McCarthy et al., 2024). Additionally, it remains uncertain if various aspects of an individual's perceived work ability (such as physical, cognitive, emotional, and interpersonal) may evolve over time. Therefore, this study also seeks to investigate whether the four perceived dimensions vary in their fluctuations over time. Furthermore, this study will investigate how within-person fluctuations in work ability dimensions impact various work outcomes.

Methods: This study employed a longitudinal design, collecting data at four time points with approximately 6 weeks between each. The total number of observations included in the analyses was 989 (Time 1: 409 participants, Time 4: 140). The average age of participants was 37.13 years (SD = 11.45 years). Measurement invariance was tested using configural, metric, and scalar models across four time points. Variability in PWA was captured using intraclass correlation coefficients (ICC1).

Residual change scores in WA dimensions will be modelled to predict work and well-being outcomes.

Results: To ensure the M-PWAS was being measured consistently at each time point, we first assessed measurement invariance across time. Despite some differences in factor loadings over time, the model fit was acceptable. Minimal changes in CFI and RMSEA indicate a stable factor structure, allowing us to examine fluctuations in perceived work ability. The results indicated that the within-person rate of fluctuations in the four work ability dimensions is relatively similar. Next, we will examine how changes in WA dimensions over a six-week period predict various work outcomes (e.g., emotional exhaustion, job Performance).

Conclusions: The M-PWAS dimensions remained stable over time at the group level, indicating that the average group score for these dimensions remained consistent across all time points. However, within-person variability was observed in all four perceived work ability dimensions, indicating that a person's perceptions of specific dimensions of their perceived work ability changed over a short period. These findings have significant implications for intervention research, indicating that work ability can fluctuate naturally and may be influenced by targeted interventions. Understanding how changes in WA dimensions differentially impact work outcomes will allow researchers to more precisely target specific WA dimensions when aiming to affect particular outcomes.

Sousa¹, Leal² & Almeida^{3, 1}¹CIES-Iscte, University Institute of Lisbon, Portugal²BRU-Iscte, University Institute of Lisbon, Portugal³Universidade Católica Portuguesa, Portugal***Remnants of the pandemic among teachers: Age discrepancy, work-family conflict and burnout***

Portugal faces a critical teacher shortage due to the aging workforce and difficulty attracting young people to the profession. In 2019, only 0.6% of teachers were under 30, while 53% were aged 50 or older (National Education Council, 2020). Additionally, teachers' work, job satisfaction, and health were significantly affected by the COVID-19 pandemic. Research indicates an overall decline in teachers' well-being – both personal and professional – during this period (e.g., Chan et al., 2021). However, studies examining well-being after the official end of the pandemic, as declared by the World Health Organization in May 2022, remain scarce. Thus, the combination of an aging and less healthy

workforce may further exacerbate both the quantitative and qualitative teacher shortage in the short term.

In this context, the present study explores how age discrepancy (i.e., the difference between each participant's perceived age and chronological age) relates to work-family conflict (WFC) and burnout among teachers. Using a repeated cross-sectional design, data were collected during the pandemic (October 2020 – Time 1) and after the pandemic (October 2023 – Time 2). A sample of 260 teachers at Time 1 and 364 teachers at Time 2 completed an online questionnaire. Data were analyzed using SPSS 29.

Results showed that teachers in time 1 reported to felt considerably younger than they really are ($M = -2.58$, $SD = 10.81$) compared to teachers in time 2 ($M = -0.74$, $SD = 11.20$), $t(622) = -2.04$, $p < .05$. This result is particularly interesting when considering that no statistical differences were found in chronological age ($M_{t1} = 51.59$, $SD_{t1} = 8.06$; $M_{t2} = 51.64$, $SD_{t2} = 8.30$) and perceived age ($M_{t1} = 49.01$, $SD_{t1} = 11.89$; $M_{t2} = 50.89$, $SD_{t2} = 12.78$) between times 1 and 2. Also, teachers in time 1 ($M = 3.43$, $SD = 1.09$) reported significantly lower levels of WFC than teachers in time 2 ($M = 3.88$, $SD = 0.88$), $t(622) = -5.68$, $p < .001$. Teachers in time 1 ($M = 3.28$, $SD = .65$) and time 2 ($M = 3.36$, $SD = .64$) did not differ significantly on levels of burnout, $t(622) = -1.64$, $p = .102$. Age discrepancy positively affects WFC in time 1 ($B = .027$, $p < .001$, $R^2 = .07$) and time 2 ($B = .021$, $p < .001$, $R^2 = .07$), and positively affects burnout in time 1 ($B = .024$, $p < .001$, $R^2 = .16$) and time 2 ($B = .022$, $p < .001$, $R^2 = .14$). Together, these results suggest that age discrepancy plays a relevant role in the work-life relationship and well-being during and after the pandemic. Notably, during the pandemic, teachers perceived themselves as younger than their chronological age and reported experiencing less WFC than afterward. This may indicate that the pandemic had long-lasting effects on teachers' perceptions of their own aging and on their work-life balance, potentially hindering their successful aging.

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Age-related differences in experienced mental stress in the workplace

In the changing world of work, mental stress in the workplace seems to be increasing. This leads to both short-term strain and long-term negative consequences for mental and physical health of employees, as well as adverse effects for companies (e.g., due to increasing and prolonged absenteeism or sick leaves). Since 2013, occupational health and safety legislation in Germany has mandated the inclusion of mental stress in workplace risk assessments. The assessment is primarily job or task related focusing on potential stressors and subsequently deriving suitable means to reduce the influence of these factors. As the workforce ages, older employees and age diverse teams are on the agenda. With this additional analysis of data collected in the scope of a risk assessment of mental stress at work, we wanted to gain insight into age-related differences in reported mental stressors. As part of a recent risk assessment of mental stress at work for the service personnel in the travelling industry, $N=693$ (Age: $n<30=340$, $n>50=353$) employees answered a questionnaire on various areas of mental stressors, e.g., work environment, work equipment, working times, tasks and structures and social interaction and communication. In the analyses, differences between the three age groups will be scrutinized.

At the time of abstract submission, analyses have not been completed. Preliminary results show age-related differences in certain stressor-variables. Other areas seem not to be age-related, however. Additional qualitative analysis will be conducted to gain information on aspects going above the questionnaire. As the results are limited to the target group, future studies should focus on other professions and countries, also taking potential moderating factors, such as tenure or work experience into account.

Knowledge about age-related differences in the experienced mental stressors at work, can help to derive suitable means and activities to reduce stress and resulting strain with its negative impact on mental and physical health in an age- and aging-differentiated way to promote employees psychological and physical well-being at work.

Carls^{1, 2}, Peters², Voss² & Boehm¹¹University of St. Gallen, Switzerland²Harvard T.H. Chan School of Public Health, USA***Individual age as a decisive factor in stressful work experiences: Explorative results from the World Trade Center health monitoring cohort***

The September 11, 2001 terrorist attacks had lasting psychological and occupational impacts on individuals involved in the disaster response (Smith et al., 2019). While uniformed personnel has been the primary focus of research and policy, non-uniformed responders—such as construction workers, cleaning staff, engineers, and transportation workers—experienced a different, and sometimes greater, mental health burden, with high prevalence rates of post-traumatic stress disorder (PTSD), suicidal ideation, depression, anxiety, and other psychiatric symptoms (Gibson et al., 2022; NYCOSH, 2015; Smith et al., 2018). These heightened symptoms may contribute to more distal outcomes, including early retirement, long-term disability, and premature mortality, all of which are critical issues for an aging workforce that remain underexamined. Previous empirical evidence suggests that non-uniformed responders encountered a higher number of post-9/11 life stressors, such as job loss, compared to their uniformed counterparts (Zvolensky et al., 2014).

Theories of aging have suggested that older workers react to and cope with stressors at work differently than younger workers. Selection, Optimization, and Compensation Theory (SOC, Baltes & Baltes, 1990) suggests, that older individuals may be better equipped to adapt to stressful environments as they focus on fewer, but more attainable goals and draw on a larger body of coping experience compared to younger workers. Following this framework, age at the time of 9/11 exposure could act as a protective factor against psychiatric fallout and support more stable occupational outcomes over time. Other theories, such as Socioemotional Selectivity Theory (SST, Carstensen, Isaacowitz, & Charles, 1999) suggest different ways of coping between younger and older workers: SST emphasizes age-related shifts in motivational priorities, suggesting that older adults are more likely to prioritize emotionally meaningful experiences. Older workers might therefore rely more on social support from friends and family to foster emotion-focused coping with work stressors, whereas younger workers might rely more on work-related sources of support.

This project investigates how age at the time of exposure influences long-term mental health and occupational outcomes—such as employment stability, early retirement, and disability—among non-uniformed first responders to the 9/11 terrorist attacks. Drawing on data from the World Trade Center Health Program, we analyze a longitudinal cohort of 25,704 individuals, encompassing 168,358 clinical encounters between 2002 and 2024 (mean = 6.5 vis-its per participant). At each encounter, participants completed standardized mental health assessments and reported on occupational, socioeconomic, and domestic conditions. Using these data, the project aims to clarify how age at the time of exposure shapes recovery and adaptation over time, and how it subsequently influences the occupational trajectories of aging workers. We seek to expand both theoretical understanding and stimulate practical interventions for the aging workforce, while also prompting further research questions and engaging in dialogue with the scholarly community.

Ryan¹, Heraty¹ & McCarthy¹¹University of Limerick, Ireland***A qualitative exploration of the experiences of older workers in Ireland as they age***

There is a proliferation of discourse about the threat of economic, social, and psychological disadvantage as more and more people transition to an older age group of the workforce, with looming fears about the prospect of retirement (Finkelstein et al. 2021). Despite these challenges, older workers are a source of organisational wisdom and innovation, offering us real opportunities for rethinking working as we age and reimagining the term “retirement” (Caines et al. 2025). In this context, we set out to explore these issues with a group of older workers in Ireland.

Our qualitative study examines the lived experiences of older workers as they age in the Irish workplace. Our larger study examines their perceptions of age-related attitudes over the course of their working life, and whether these attitudes have had any impact on their work preferences, performance and/or outcomes. We also consider perceived barriers and enablers to active workforce participation beyond the age of 55 years. Drawing on initial interview data from a convenience sample of 14 older workers in Ireland (defined as those aged 55+), here we explore their attitudes toward the prospect of retirement.

The average age of this sample was 62 years; 8 respondents were female and 6 were male. 7 were employed in the public sector, and 7 in the private sector. Of the sample, 10 were still in employment while 4 were recently retired.

Findings: 10 of the 14 respondents have mandatory retirement contracts. 11 expressed the wish to remain in the workplace in some capacity. One person working in education expressed “I actually would love to stay in this job until I’m dragged out kicking and screaming”. Another respondent, a senior executive in the private sector said “one of my biggest fears is to become useless. I have seen this happen to so many people, who have shrivelled and died at a young age”.

13 expressed no definite plans beyond retirement. A recently retired senior manager said “I need to make sure that I don’t let time just drift by! I need to physically write a plan down as a commitment to myself”. Another respondent said, “I have to say I haven’t given enough thought to the next step, and I believe I need to do that”. 6 respondents expressed the view that their pensions would not be adequate to support them in retirement. High levels of concerns and fears were also expressed around loss of skills, e.g. one senior manager said “When you retire people view you less favourably and forget all the skills that you may still have”.

loss of status, e.g. one participant who was a senior educator said: “I have been 40 years working in education. I am afraid when I step back from work that I will lose my status and identity... I don’t know who I will be the day I will walk out of it”.

Our findings have implications for organisational psychologists, career counselors, human resource professionals and managers, and, of course, older workers themselves.

Wed. Oct. 15th, 13:45-14:45 | World Cafés**Vestner^{1, 2}, Igic² & Froidevaux³**¹University of Cologne, Germany²Military Academy at ETH Zurich, Switzerland³University of Texas at Arlington***Advancing Field Research on Age-Diverse Workforce; A Participatory Session for Impactful Research with Practitioners***

Ageing workforce and age diversity is a contemporary challenge for organizations worldwide. As organizational researchers, we are uniquely positioned to address these issues through evidence-based policy and practice. While diverse study designs advance our scientific and practical understanding, field research with practitioner collaboration offers unique potential for applied impact. In joint research projects, we need to align methodological standards and academic rigor, as well as organizational objectives, practical constraints, and competing priorities (Aguinis & Bradley, 2014; Eden, 2017). When goals or project management styles differ, early coordination of research process, stakeholders, and expected deliverables (e.g., report, articles) becomes essential and can strengthen collaboration. By refining our ability to work effectively with organizations, we can (a) enhance research quality, (b) access new opportunities for field studies, and (c) improve knowledge transfer and societal impact.

To support fellow researchers in building these skills and learning with and from the AWM community, we propose a guided World Café, a participatory approach to foster informal discussions on pre-defined and spontaneous topics within a given theme (i.e., Impactful Field Research) (Löhr et al., 2020). The outline of the World Café is presented in Figure 1. The session will begin with a brief introduction of the ongoing project APACHE (Activating the Potential of Ageing and Age-Diverse Swiss Armed Forces) as a case example, focusing on the session's goals to spark peer learning, share practical tools, and create inspiration for impactful field research. Participants will then take part in two interactive roundtable discussions, choosing from a set of focused topics – and spontaneously proposing an additional topic. Drawing on the experience of the AWM community, the World Café is designed to facilitate hands-on exchanges of best practices in methods, communication, project management, and a community-driven topic. The topics of the roundtables are presented in Figure 2. In this participatory session, participants will (a) gain actionable tools and frameworks for managing field research partnerships, (b) learn from real-world experiences in applied organizational settings, and (c) connect with peers for potential collaboration within the AWM network. We further like to explore collaboration opportunities with fellow researchers to expand the APACHE project and enhance its practical impact (e.g., integrating AI, leadership development).

Davenport¹¹University of North Carolina at Charlotte, USA***AI-ing in the Workplace***

Artificial intelligence (AI) has been a part of working lives for years- for example, AI-powers real-time spellcheck and grammar suggestions within word processing tools. In recent years generative AI tools such as ChatGPT and Microsoft Copilot have become more accessible, sophisticated, and commonplace. According to a study by McKinsey, 84% of employees surveyed anticipated using generative AI for at least 30% of their daily tasks within the next 5 years (Mayer et al., 2025). The transformative power of AI-powered tools in the workplace is not limited to “white-collar” jobs, with AI

integration occurring in industries like farming (Bennett, 2023). It is important for researchers and practitioners to understand how the changes brought on by AI might affect workers, including potentially differential effects across the lifespan.

Amidst the promise of AI to reshape the workplace, there is the potential to exacerbate age-related inequities within the workplace. For instance, the same McKinsey study found that about half as many employees over 55 report having extensive familiarity with generative AI as compared to those aged 18-24. In some ways, discussions about AI echo discussions of the past: for instance, age discrepancies in rates of technology adoption are nothing new (e.g., Morris & Venkatesh, 2000). However, it is possible that there might be unique age-related challenges inherent in AI that have not been faced in previous technological shifts. For example, generative AI threatens jobs that require advanced skills and expertise, jobs that have historically been more insulated from the effects of automation and technology change (Rockall et al., 2025) but also may be more likely to be held later in one's career (e.g. senior executive roles). There are potentially age-related experiences related to work and AI throughout the entire work life cycle, from submitting job applications only for them to be processed with AI, to navigating workplace onboarding and learning in the age of AI, to late career decision-making that could be impacted by attitudes toward AI.

With this backdrop in mind, I propose a world café session focused on AI and the aging workforce which will ask participants to engage with one another on 1) what challenges and opportunities does the aging workforce face related to AI, 2) what do we already know (theoretical perspectives, previous empirical work) that can help make sense of these challenges and opportunities, and 3) what questions are outstanding that could be answered with future research?

Thu. Oct. 16th, 09:15-10:45 | Presentations #2: Integration of Age-Diverse Workers

Settles¹ & Wang¹

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An International Comparison of Age Discrimination, Perceptions of Aging in the Workplace and Retirement Law

This paper investigates the intersection of comparative retirement law, perceptions of aging in the workplace, and firm performance across the United States and Europe. Drawing on micro-level data from the Health and Retirement Study (HRS; Sonnega, et al. 2014) and the Survey of Health, Ageing and Retirement in Europe (SHARE; Börsch-Supan et al. 2013), we will examine how legal frameworks, retirement policies, and age-related perceptions jointly influence organizational outcomes. Our analysis integrates insights from international business, organizational psychology, and comparative law to assess how retirement-related legal structures and workplace dynamics affect worker productivity and age-related human resource practices.

Goštautaitė^{1, 3}, Shao², Liubertė¹ & Žebrytė^{1, 3}¹ISM University of Management and Economics, Lithuania²University of Iowa, USA³Vilnius University, Lithuania***Silver entrepreneurship in context: A multilevel investigation across 40 countries***

Encouraging and supporting entrepreneurial activities later in life has been a goal of many governments around the globe, as older entrepreneurs can help mitigate the social and financial pressures of a declining labor force in aging societies. However, the role of societal factors on entrepreneurial activities in later life is not well understood, as research so far has neglected the broader macro-level context that shapes the relationship between age and entrepreneurship. Drawing on the life course perspective, we investigated whether the relationship between citizen age and entrepreneurial activity is mediated by entrepreneurial self-efficacy. Furthermore, we tested two country-level boundary conditions (age-based discrimination and human development index) for this mechanism. We tested a multilevel model using a sample of 53,314 older adults ($M = 52.6$, $SD = 8.9$) from 40 countries and found that the likelihood of starting a business decreased with increasing age. This relationship was mediated by age-related declines in entrepreneurial self-efficacy. Nonetheless, the moderation analysis indicated that this relationship is less pronounced in countries with weaker age-based discrimination and stronger human development index. Our findings offer cross-national insights for individuals and policy-makers in understanding and managing entrepreneurial activities among older adults within aging populations.

Seyban¹ & Turek¹¹Tilburg University, The Netherlands***Health Consequences of Extended Precarious Employment for Older Women: A Latent Class Approach***

This study examines how various aspects of precarious employment impact the mental and physical health of older women as working lives extend. The rapid increase in employment and evolving retirement patterns of older women may significantly impact how they live and experience their pre- and post-retirement periods. Precarity, forced employment, in-work poverty, or low-quality job appear to be increasingly common at older ages. We conceptualize precarity as a multidimensional situation (including objective and subjective aspects) that accounts for an individual's social embeddedness (e.g., family and social network support) and life-course career developments (e.g., accumulating disadvantage, history of insecurity, future time perspective). Latent Class Analysis (LCA) is employed to develop a novel measurement of precarious work, using data from the Survey of Health, Ageing and Retirement in Europe (SHARE). This method identifies latent patterns in precarious work by integrating objective (e.g., employment contract), subjective dimensions (e.g., job insecurity, control at work), and individual's social situation (e.g., household income).

Health outcomes—both mental and physical—are analyzed, with a focus on gender-specific effects among older workers. Preliminary analysis reveals that precarious work is a multidimensional construct contributing to adverse mental and physical health outcomes. Gender differences are expected, with older women experiencing more pronounced negative effects, likely due to intersecting vulnerabilities such as lower job security, caregiving roles, and reduced access to resources because of gender norms. This study aims to provide a comprehensive and multidimensional conceptualization of precarious work at older ages and a latent-based approach to measurement. By linking precarious

employment to mental and physical health outcomes with a gendered lens, it offers insights for mitigating health risks and improving employment conditions for older workers, particularly vulnerable women.

Eppler-Hattab¹ & Steindórsdóttir²¹University of Haifa, Israel²University of Life Sciences, Norway***The working life course of aging LGBTQ workers: An intersectional perspective and a theoretical framework***

Aging LGBTQ workers are a unique and diverse population of workers who hold a history of struggling with homophobic and transphobic social constructions and a prolonged invalidation of their identities, stemming from periods when social exclusion and discrimination dominated their lives. These challenges of aging across socio-historical changes have imposed multifaceted marginalization not only on their life patterns but also on their occupational trajectories and interpersonal relationships at work, which include an increased risk of lifelong victimization and employment discrimination. Against this backdrop, we address the working life course of aging LGBTQ workers through three conceptual lenses:

1. We synthesized current knowledge on the intersection of work, aging and people with nonheteronormative sexual and gender identities, from a life course perspective. A taxonomy of three perspectives that correspond to the intersectional life course is highlighted in this respect. These intersecting perspectives are (1) intersectional life course and aging, (2) life course and vocational development, and (3) life course and aging LGBTQ adults. Positioning the working life course of aging LGBTQ workers through these theoretical avenues supports understanding their career trajectories in a variety of social and individual conditions and thus may contribute to bridging occupational disparities and needs.
2. We present a systematic review of research on the intersection of aging, work and LGBTQ identities to examine how this intersection is conceptualized and empirically explored. Key findings from this review suggest that the intersection of age and LGBTQ identities may have serious implications for work-related discrimination and stressors, career paths and occupational opportunities, while environmental support may contribute to less adverse outcomes across the lifespan.
3. We develop a new theoretical framework best suited to account for the working life course of aging LGBTQ workers, based on the taxonomic perspectives and literature review. This theoretical framework contextualizes the intersectional life course of aging LGBTQ workers, thus proposing plausible associations between multilevel contextual factors (i.e., social, environmental, family, community, workplace, and personal factors) that influence workplace identity disclosure across occupational development, which in turn shape occupational-economic outcomes later in life. These outcomes may include post-traumatic occupational stress, lifelong employment discrimination and insecurity, and early exit from the labor market.

We propose a synergetic perspective on this population's working life course, focusing on the interaction between aging with nonheteronormative sexual and gender identities, social change and employability. We conclude by outlining new directions for research on this topic.

Fasbender¹, Drury², Keller³, Goštautaitė^{4, 5}, Vignoli⁶ & Wolf¹¹University of Hohenheim, Germany²Birkbeck, University of London, UK³University of Groningen, The Netherlands⁴ISM University of Management and Economics, Lithuania⁵Vilnius University, Lithuania⁶University of Trento, Italy***Age-Diverse Friendships as Social Glue at Work and in Society: Towards a New Taxonomy and Research Agenda***

The world faces many societal challenges. Many of these issues are linked to tensions between different social groups, including age groups (Kunze et al., 2011; North & Fiske, 2015; Urlick et al., 2017). Conversely, we aim to draw a brighter picture of the world's future by pointing to friendships across age groups as a possible solution. Due to global population and workforce aging (Truxillo et al., 2015), age groups provide a critical lens through which to examine friendship. Age-diverse friendships—socioemotionally meaningful relationships between individuals with at least 10 to 15 years of age difference—foster learning about the other group, emotional closeness, and behavioral change (Dietz & Fasbender, 2022; Pettigrew, 1998).

We focus on the workplace as a key context where people of different ages regularly meet and interact (Fasbender & Drury, 2022). Drawing on theories of social identity (Tajfel & Turner, 1986), intergroup contact (Allport, 1954; Pettigrew & Tropp, 2006), and the taxonomy of transfer effects (Meleady et al., 2019), we propose a new taxonomy outlining the unique psychological and behavioral effects of age-diverse friendships. Friendship, as the most powerful form of high-quality intergroup contact, involves voluntary, intimate, and sustained interaction (Fasbender & Drury, 2022; Pettigrew, 1998). While our model centers on the workplace, it also applies to broader social settings, such as educational, community, and family contexts.

The new taxonomy identifies three levels through which age-diverse friendships exert influence: (1) member-to-group (primary transfer), (2) group-to-group (secondary transfer), and (3) cognitive liberalization (tertiary transfer). Each level reflects distinct affective, cognitive, and behavioral mechanisms through which the impact of a single friendship can extend beyond the dyad. We also outline important boundary conditions—including age distance and semantic distance—that shape the strength and reach of these effects (Figure 1).

Moreover, we present our research agenda and first empirical insights across five future research directions. Specifically, we point to the different meanings of friendship in different contexts, highlight the societal benefits of age-diverse friendships based on the three levels of generalizability, and show ways to take action by supporting high-quality interactions between age-diverse people that can, over time lead to age-diverse friendship. Initial findings support our new taxonomy. A critical discussion will pave the way forward. We also provide practical implications informing the development of targeted interventions in both workplace and societal contexts.

Together, the new taxonomy and research agenda contribute to a deeper understanding of how everyday interpersonal experiences can generate broader organizational and societal benefits, and under what conditions these effects are most likely to emerge.

Thu. Oct. 16th, 11:15-12:15 | Gallery Walk #2: Integration of Age-Diverse Workers

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Age-diverse Interventions for Facilitating Friendship: A Scoping Review

Background: Age-diverse workplace friendships can help mitigate interpersonal tensions in an aging workforce. Organizations play a crucial role in fostering and maintaining such relationships but often lack the necessary knowledge and practical tools. Existing interventions are fragmented; some focus solely on fostering age-diverse interactions, while others aim to improve workplace relationships but overlook the age-related component. Mapping the context–mechanism–outcome (CMO) configurations of these interventions can offer valuable insights into their integration, ultimately helping to identify the causal mechanisms that best support interventions designed to foster and maintain age-diverse workplace friendships.

Objective: This scoping review aims to map the existing interventions aimed at improving age-related attitudes and/or workplace friendships, and identify conceptual and mechanistic overlaps between them.

Design: Following the Joanna Briggs Institute (JBI) methodology, this review will examine indexed and grey literature published in English over the past 10–20 years. Searches will be conducted in Web of Science and PsycINFO. Two independent reviewers will screen studies for inclusion, with a third resolving disagreements. A customized data extraction form will be used to map intervention design features. Eligible studies include those addressing antecedents or mechanisms of age-diverse workplace friendships across disciplines (e.g., gerontology, business, sociology) and settings (e.g., workplace, community). We focus primarily on quantitative and mixed-method studies; qualitative-only studies are excluded. Only studies involving participants aged 15 and older will be considered.

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¹University of Life Sciences, Norway

²ISM University of Management and Economics, Lithuania

³Vilnius University, Lithuania

Negative career shocks and subjective career success: A lifespan developmental perspective

In the current study, we adopt the conservation of resources theory (COR) and the selective, optimization, and compensation theory (SOC) to examine the role of negative career shocks in individuals' subjective career success (SCS) from a lifespan developmental perspective. We argue that negative career shocks will have a greater adverse effect on the subjective career success of older individuals, and that this relationship will be stronger for individuals low on personal resources (i.e., career adaptability). We tested our model with 2 studies (a field study with 487 employees from Norway and a time-lagged study over 20 months among 288 individuals from the United Kingdom).

The findings largely supported our model. Negative career shocks had a significant negative relationship with SCS at Time 3, controlling for prior levels of SCS. No support was found for the moderating role of age. The findings supported the three-way interaction. Negative career shocks had a stronger adverse impact on SCS for older individuals low on career adaptability. Such findings indicate that older individuals may respond more negatively to adverse work-related events when they

lack resources and highlight the importance of understanding the differences in motivation and needs across the lifespan to promote the increasingly aging workforce.

Žnidaršič¹

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To share or not to share? Untangling the delicate relationship between different generations at workplace when it comes to knowledge transfer

For last decades, workforce ageing and prolonging working life have been receiving growing attention as playing a crucial role in active ageing social policies. Four or even five generations (will) have to work together, posing challenges and opportunities for better individual and group outcomes. Due to numerous controversial research findings regarding older employees' willingness to share their knowledge with younger co-workers, current work focuses on the relationship between older employees' age and intergeneration knowledge transfer, mediated by intergenerational workplace climate. Within delicate relationship between different generations, we assume that perceived social identity as an "older worker" may also influence on the basic association between chronological age and inter-generation knowledge transfer (here after IGKT). Thus, we examine the moderated-mediation models that include the moderators of perceived age, redefinition of ageing, cognitive identification, affective identification, growth/fixed mindset, intergenerational competition, and prolonging working life intentions.

The logic behind the research model starts with the association between chronological age and IGKT, assuming that the older are employees, less they are willing to get involved in inter-generation knowledge transfer (here after IGKT), because they may behave in accordance with withdrawal from work intentions.

Anyway, we expect that workplace intergenerational climate will mediate the relationship between employees' chronological age and IGKT (Hypothesis 2), while the moderators of perceived age, redefinition of ageing, cognitive identification, affective identification, growth/fixed mindset, intergenerational competition, and prolonging working life intentions would further influence on the basic association (stated as Hypothesis 1). If employees feel relatively younger, if they believe that they mentally constantly grow, if they feel well being an older worker, and moreover if they are willing to prolong their working life, the association between chronological age and IGKT may turn to be positive.

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The Subtle Sting of Age-Based Microaggressions: Unpacking Its Effect at Work

Microaggressions refer to subtle, often unintentional, forms of discrimination that convey derogatory or negative messages toward individuals based on their group membership (Sue et al., 2007) and have garnered increasing scholarly attention due to their pervasive impact on individuals' well-being. While research on microaggressions has predominantly focused on race, gender, and sexual orientation, age-related microaggressions remain underexplored, particularly within occupational settings.

This presentation addresses this gap by focusing on age-related microaggressions in the workplace, a context where preliminary findings showed effects on job satisfaction (Banks & Callahan, 2023; DeCuir-Gunby & Gunby, 2016; Thomas-Hawkins et al., 2022) and perceptions of decent work (Choi et

al., 2022; Duffy et al., 2018). Given the growing workforce age diversity, understanding and measuring these subtle forms of discrimination is both timely and essential.

Our studies on age-related microaggressions at work stem from the results of a systematic review of existing microaggression measurement tools and their nomological networks, identifying strengths, gaps, and theoretical inconsistencies. Building on this foundation, we developed a scale to assess age-related microaggressions at work. The development process incorporated both qualitative and quantitative phases. The scale has been tested and validated in two languages – Italian and English. The validation process examined the scale's reliability, factorial structure, and convergent and discriminant validity. In addition, we will discuss its nomological network, examining its relationships with work-related aspects such as climate, career behaviors, and turnover intentions. Nevertheless, important questions remain regarding the nuanced nature of age-related microaggressions – specifically, how, when, and why such behaviors are perceived as offensive.

To address these gaps, we present preliminary findings from a mixed-methods study that combines survey data, experimental vignette methodology, and a brief online awareness intervention. This approach enabled us to investigate the underlying mechanisms that shape microaggressions' perception, with particular attention to the role of contextual factors (e.g., the status of the perpetrator) and individual-level variables (e.g., age relevance). By unpacking these dynamics, the study aims to contribute to the refinement of theoretical models of age-related discrimination in the workplace. In addition, we examine whether perceptions of microaggressions can be modified through targeted awareness-raising efforts, offering practical implications for organizations committed to fostering more inclusive and age-diverse work environments.

Overall, we contribute to theory and practice by providing a versatile tool for assessing age-related microaggressions at work, and by deepening our understanding of their functioning in age-diverse workplace environments.

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¹Birkbeck, University of London, UK

²University of Hohenheim, Germany

Can age-diverse friendships at work be a catalyst to benefit other groups in society?

This study is based on intergroup contact generalization theory of secondary transfer effects (Pettigrew, 1998; Meleady et al., 2019). Accordingly, a friendship with an outgroup member influences positive attitudes towards all members of that outgroup. In a further step, the positive attitudes also generalize to other groups not involved with the intergroup contact (friendship). This occurs to a greater degree when there is a similarity (low semantic distance) between the friend's social group and the secondary group (Harwood et al., 2011). We set out to test if the workplace could provide a fruitful environment to nurture these societal benefits. We focused on age-diverse friendships and attitudes towards/support for immigrants and people with disabilities. N=250 younger and older worker dyads with at least a 10-year age gap took part in the study. Online questionnaire responses were collected at two time points, two months apart. This presentation will report the analysis which will test mediational pathways from age-diverse friendships to attitudes towards/support for immigrants and people with disabilities, via positive attitudes towards age-diverse co-workers. We anticipate that these pathways will be enhanced when participants view their friend's age group and secondary contact groups as similar. Theoretical contributions and practice implications will be discussed.

Gouri¹, Payne¹ & Goštautaitė^{1, 2}¹ISM University of Management and Economics, Lithuania²Vilnius University, Lithuania***How Employees Speak about Age-diverse Friendship at Work***

Europe has witnessed transformative social challenges such as wars, migration, population health and increasing lifespan. These challenges are rooted in age divides and resulting tensions. Age diverse friendship, friendship between people with a ≥ 15 -year age gap, has been identified as a significant factor in bridging the gap between different age groups, and improving outcomes for the groups in various contexts. Yet, we have very limited knowledge about age-diverse friendships, particularly in the workplace, where individuals spend a significant amount of time during their adulthood. What are the antecedents, mechanisms, and individual outcomes of such friendships, and what role do they play in improving the workplace environment? Current research largely assumes that friendship holds a similar meaning across all types of relationships, including age-diverse friendships. However, given that friendship often involves a sense of similarity, we propose that age-diverse friendships may possess unique qualities. We also aim to test other associated factors that may distinguish age-diverse friendships from more homogenous ones.

Therefore, in our research, we investigate age-diverse friendship in the workplace and what it means to employees to be engaged in such a friendship. We conducted an online survey that included voice data collection (recording a speech about one of their friendships at work) and collected data on how employees from different organizations and several European countries speak about friendship and construct their experiences of age-diverse and non-age-diverse friendships. We also collected data on the socio-demographic characteristics of friendship as well as the organizational environment.

At the time of the conference, we will present preliminary language analysis (Whissel affect dictionary, LIWC-22): affective, social, cognitive and perceptual dimensions of research participant language.

Furthermore, with the help of a machine learning tool (Weka 3.8.6), we will explore the clusters and differences in the meaning that research participants attribute to age-diverse and other friendships.

The findings will enable us to create a dictionary of the unique characteristics of age-diverse friendships and highlight the differences in friendships between employees of similar ages. We plan to test the antecedents and outcomes at the later stage of the research.

Carls^{1, 2}, Peters² & Boehm¹¹University of St. Gallen, Switzerland²Harvard T.H. Chan School of Public Health, USA***Exploring nonlinear effects of age diversity in banking teams on objective performance outcomes and subjective well-being***

In contemporary organizations, age diversity is rising due to younger employees entering the workforce and older employees extending their careers (Boehm et al., 2014; Kunze et al., 2021; OECD, 2021). While such diversity can enhance knowledge sharing and socioemotional resources, it may also challenge communication and coordination through subgroup formation. Research indicates that the effects of age diversity are context-dependent and not uniformly positive or negative (Boehm & Dwertmann, 2015; Wegge et al., 2008).

The effects of age diversity on team and individual outcomes can be understood through Social Identity Theory (SIT; Tajfel & Turner, 1986) and the Categorization-Elaboration Model (CEM; van Knippenberg et al., 2004). SIT posits that salient age differences may lead to in- and out-group formation, fostering

conflict and reducing cooperation. CEM expands this view by emphasizing both the benefits of diverse perspectives and the risks of sub-group dynamics. Together, these frameworks explain why age diversity can act as a “double-edged sword” (Boehm & Dwertmann, 2015), with outcomes depending on contextual factors. Empirical studies exhibit mixed effects across settings (Wegge et al., 2008; Boehm & Dwertmann, 2015; Schneid et al., 2016; Wallrich et al., 2024).

We propose two core postulates for investigation: First, the effects of age diversity on team performance and individual well-being are inherently non-linear and follow a pattern of diminishing marginal returns (see, for instance, Liebermann et al., 2013; Szatmari 2022). This can be explained by two mechanisms: (1) Plateauing Returns on Information Diversity: While age differences introduce unique perspectives—such as older employees sharing coping strategies and younger ones bringing fresh ideas—the marginal benefit of each additional age cohort declines once a team reaches a threshold of experiential variety. Additional perspectives may become redundant or overlapping. (2) Overextension of Cognitive and Emotional Resources: Integrating diverse perspectives demands sustained cognitive and emotional effort. Once diversity exceeds a manageable level, this demand can outstrip individual capacity, reducing performance and well-being.

Second, the effects of age diversity on team performance and individual well-being are contingent on other individual- and team-level attributes, such as HR practices or one’s individual age. Drawing on the Categorization-Elaboration Model (van Knippenberg et al., 2004), age diversity can yield both benefits and drawbacks. On the positive side, generational variety fosters problem-solving and knowledge exchange; younger employees may benefit from older peers’ experience, enhancing performance, well-being, and resilience. However, when sub-group dynamics dominate, age diversity may increase friction, communication demands, and mental load, ultimately undermining team functioning (see, for instance, Boehm & Dwertmann, 2015; De Meulenare et al., 2022, Finkelstein et al., 2013).

Using data from a large financial services company (N = 12,676 employees, 429 teams), we examine how age diversity relates to team performance and employee well-being. We use objective performance data from the firm’s HR system (incentives, client default rates, profits, retention), addressing prior reliance on self-reports. Generalized additive models (GAMs; Simonsohn, 2024) are used to detect nonlinear patterns. Empirical, theoretical, and practical implications are discussed.

Thu. Oct. 16th, 13:15-14:45 | Presentations #3: Career Development in Later Life and Retirement

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Exploring Work-Related Identity Loss and Job-Loss Grief in the Retirement Transition

Work is a fundamental aspect of life, providing not only financial stability but also a sense of identity and purpose. When individuals lose their jobs, whether through involuntary termination or retirement, they face challenges that can significantly impact their self-concept and well-being. Although research has largely focused on the psychological consequences of job loss, the identity-related effects of retirement have received relatively little attention, despite also involving a significant disruption to one’s work-related identity (WRI).

This study aims to explore both the unique and overlapping features of WRI loss and job-loss grief. It identifies the theoretical frameworks applied to these concepts, investigates how they have been measured, and evaluates whether WRI loss can be captured using existing tools or requires a new measurement scale.

As a part of a larger study on WRI loss after retirement, we conducted a qualitative study using thematic coding to examine personal experiences of retirement and identity disruption among participants with diverse professional and educational backgrounds who were either partially retired or had retired within the previous three years. Additionally, we administered a survey combining a validated job-loss grief scale (JLGS) adapted to retirement with newly developed items intended to measure WRI loss in the retirement context. While WRI loss is discussed in theoretical literature, validated instruments for measuring it are lacking. Our findings contribute towards closing this gap by evaluating whether existing job-loss grief scales adequately capture WRI loss, or if a separate scale is required. This work lays the foundation for better assessment tools and more targeted support strategies for individuals navigating identity loss in retirement.

McCarthy¹ & Heraty¹

¹University of Limerick, Ireland

How do Resources and Financial Planning Influence Subsequent Well-Being in Retirement?

Wang, Henkens and van Solinge (2011) proposed a resource-based dynamic model for retirement adjustment in which retirees' levels of adjustment may fluctuate as a function of physical, financial, social, emotional, cognitive, and motivational resources (Wang & Shi, 2014). Our study empirically examines this model by investigating the roles of a wider range of resources on physical and psychological well-being as individuals prepare for retirement.

Financial planning is recognized as one critical activity in successful transition into retirement (Hershey & Mowen, 2011). It is likely that financial planning for retirement mediates the effects of at least some resources on well-being. Individuals with more financial resources and greater financial literacy are most likely to engage in voluntary efforts to increase their retirement income (General Accounting Office, 2016), hence those who have the least need are actually most likely to take steps to supplement their pensions (Hershey, Jacobs-Lawson, & Austin, 2013), and better safeguard their wellbeing in retirement. This study examines financial planning as a mediator of the effects of social, motivational, cognitive, emotional and financial resources on physical and psychological well-being in retirement.

Hypotheses: We predict that:

H1: Higher levels of social, cognitive, motivational, emotional, and financial resources will be associated with higher levels of well-being and

H2: Financial planning for retirement will mediate the relationships between social, cognitive, motivational, financial, and emotional resources and well-being.

We draw on data from the Irish Longitudinal Study on Aging (TILDA), a nationally representative, large-scale, five-wave survey of over 8000 Irish residents aged 50 and over.

Preliminary results: Correlations between observed scale scores and between latent scores provide partial support for Hypothesis 1. As predicted, there are positive correlations between most of the five resource factors at Time 1 and well-being at Time 2. Also, as predicted, observed scores on the preparation (financial planning) for retirement composite at Time 1 are positively correlated with observed scores on well-being at Time 2. To test Hypothesis 2, first fit of a fully mediated model, in which all five resources are related to financial planning for retirement, but are only indirectly linked to well-being, their relationships to well-being fully mediated by financial planning. This model provided a generally reasonable fit to the data (CFI=.895, RMSEA=.048, SRMS = .073). We added a direct link between financial resources and well-being to this model and found a significant ($\chi^2(1) = 145.66, p < .01$) and meaningful increment in fit (CFI = .917, RMSEA = .043, SRMS=.051), suggesting that Hypothesis 2 is partially but not fully supported.

von Bonsdorff¹, Rönkkö¹ & Mansikkamäki¹¹University of Jyväskylä School of Business and Economics, Finland***Entrepreneurial Exit to Retirement Through the Lens of the Theory of Planned Behavior***

As the proportion of entrepreneurs retiring in developed economies increases, it is essential to understand better how this essential part of entrepreneurs' retirement unfolds (Morris et al., 2020). Despite accumulating research on entrepreneur retirement, we may not fully understand the decision-making process of those who exit their businesses to retire (Alterman et al., 2020; Rönkkö et al., 2024). Thus far, scholars have established that entrepreneurial exits, which occur at any point during the entrepreneurial career (DeTienne, 2010), are complex. In addition to financial aspects, various personal, firm-related, and environmental reasons can influence the decision to exit or continue (e.g., Caliendo et al., 2020; DeTienne et al., 2008; Lin et al., 2022). Especially in a family business context (Hsu et al., 2016), the personal circumstances of the entrepreneur significantly influence exit processes and decisions, in addition to the entrepreneur's ambitions and future visions for the firm, as well as prevailing market conditions (Jayawarna et al., 2021). As entrepreneurs reach their late-career phase, exiting their business will likely be highly intertwined with transitioning into retirement (Alterman et al., 2020; Rönkkö et al., 2024). Prior scholarly work in this field posits high volitional control in entrepreneurial retirement (Morris et al., 2020; Soleimanof et al., 2015). However, the 'voluntariness paradox', referring to high perceived control versus potentially constrained actual control for a segment of entrepreneurs (Rönkkö et al., 2024), underscores the need to explore the nuanced realities of retirement decision-making.

We draw on the Theory of Planned Behavior (TPB, Ajzen, 1991), as we empirically test a set of hypotheses on entrepreneurial exit to retirement intentions and exit behavior. Using data from a four-wave study (N=177) on Finnish small business owner-managers approaching retirement age, we found that subjective norm (perceived normative pressure) and perceived behavioral control over exiting the business relate to exit intention, which underlies entrepreneurial exit behavior. Furthermore, we find some evidence that the firm's financial performance and family business status affect how intentions lead to retirement exit. Our study contributes to the entrepreneurship literature, particularly in the context of small-business studies, in several ways. Despite the wide use of the TPB in entrepreneurship research, the whole model has seldom been tested using longitudinal research designs (Lortie & Castogiovanni, 2015). Scholars have also emphasized the need for a more detailed understanding of the entrepreneurial exit process by using longitudinal data on intentions gathered before the actions occur (Leroy et al., 2015). Our results highlight the central role of subjective norms, such as perceived social expectations, as a powerful force affecting entrepreneurs' retirement decisions and behavior. These findings challenge prevailing assumptions about entrepreneurial retirement being primarily driven by individual attitudes or perceived control, instead revealing the profound influence of social context. The weaker-than-expected relationship between perceived control and exit intentions suggests that more complex psychological processes, where emotional factors and social expectations often overshadow rational decision-making, are at play (Morris et al., 2020).

Zaniboni^{1, 2}, Pfrombeck³ & Grote²¹University of Bologna, Italy²ETH Zurich, Switzerland³The Chinese University of Hong Kong, Hong Kong***Reframing Uncertainty Across the Lifespan: Multiple Interventions Targeting Uncertainty Mindset in Job Search and Technology Adoption***

The evolving nature of work, shaped by rapid technological advancements, extended careers, and increasing workforce diversity, demands that individuals adapt to uncertainty as a constant feature of professional life. Rather than viewing uncertainty in a negative way, as a threat, recent theory suggests that embracing uncertainty as an opportunity can promote more adaptive responses to work and career challenges. Central to this perspective is the concept of uncertainty mindset: the subjective meaning-making of experiences that guides our understanding and corresponding response to uncertainty. This presentation introduces intervention research aimed at fostering an "uncertainty-as-enabling" mindset, which frames uncertainty as malleable and potentially beneficial. Specifically, we will present uncertainty mindset studies and intervention in two different contexts: job search and technology adoption at work. These contexts are particularly relevant considering workforce aging, as research has identified both job loss and the increasing need to adapt to technological change as key challenges faced by older workers, who often encounter reduced reemployment opportunities and greater difficulty in navigating digital transformations in the workplace. Drawing on theories of uncertainty regulation and mindsets, we hypothesize that viewing uncertainty as enabling improves responses to uncertainty in these two contexts. In the job search context, we hypothesize that a more enabling uncertainty mindset enhances control beliefs (e.g., job search self-efficacy), purpose beliefs (e.g., focus on future opportunities), and psychological responses to uncertainty during the job search, facilitating job search effectiveness. In the work context, we hypothesize that a more enabling uncertainty mindset related to technology enhances their adoption at work, impacting multiple work-related outcomes such as performance, engagement, satisfaction, and career trajectory. We conducted several studies, including pilot studies and a controlled field experiment, to develop our intervention and test its effectiveness over time. In the job search context, we found results supporting the effectiveness of our uncertainty-as-enabling intervention in shifting individuals' uncertainty mindset and creating lasting improvements in their job search experience for workers of all ages. Pilot study on over 50 workers from our ongoing research in the work context suggests that a more enabling uncertainty mindset related to technology positively impacts multiple work-related outcomes (e.g., future time perspective, career sustainability, motivation to work longer). These findings contribute to both theory and practice by suggesting that mindset interventions can shape how individuals experience and navigate uncertainty in different work domains. Our work offers a promising, age-inclusive approach to supporting workforce sustainability in an increasingly unpredictable world of work.

Walwei¹¹Institute for Employment Research, Germany***Older Workers: Why do some countries achieve high labor market participation rates?***

In many countries in the western world, baby boomers are reaching retirement age. As fewer young workers are entering the labor market than older workers are leaving due to low birth rates, the labor force is shrinking, all other things being equal. At the same time, funding problems in the pension

insurance system are growing, as fewer and fewer people are paying into the pension scheme, particularly in the internationally widespread pay-as-you-go systems. Against the background of these developments, the labor market participation of older people is increasingly coming into focus. The presentation begins with an overview of older people's labor force participation in a broader international comparison. A closer look will then be taken at the countries that are at the forefront of older people's labor force participation. The aim is to obtain indications of the factors that may have contributed to the high level of employment among older people in these countries. For the purposes of comparison, this report takes a closer look at the situation in Japan, New Zealand, Iceland, Norway and Sweden, all of which have comparatively high employment rates regarding older people. The country comparison reveals a number of important issues that could be considered. The high level of employment among older people in Iceland, Sweden and Norway is linked to the high female labor force participation rate in the three countries and continuous improvements in the educational level of the population, including further vocational training. New Zealand has a relatively low pay gap between older and younger workers and comparatively high hiring rates concerning older workers, following a consistent and publicly visible anti-discrimination policy. In Japan, demographic pressure on labor demand and income requirements at the individual level is of significant importance. However, there is no silver bullet to achieve an outstanding performance. High or rising employment rates for older people require good education and promising qualifications at the individual level as well as the opportunity and ability to engage in lifelong learning. Preventive healthcare is also required for a long working life, which, like education, is best started as early as possible. High employment rates among older people are not only favored by individual employability, but also by the attractiveness of the labor market and thus the availability of suitable employment for older workers. The more it is possible to address the skills and abilities of older workers, organize age-appropriate work and respond flexibly to employees' wishes, the greater the chance of retaining older workers in the labor market or of winning them back. Finally, regulations and support programs that provide incentives for employment in old age should also be considered. These include the flexibility of pension entitlement, more favorable labor law regulations for continued employment in old age.

Fri. Oct. 17th, 09:15-10:45 | Presentations #4: Work and Organizational Practices for a Multi-Age Workforce

den Boer¹ & van Vuuren¹

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Working Longer: Influencing the Willingness of Older Employees Through Job Design and Job Crafting

As more older employees reach retirement age, there is a growing concern regarding the shortage of younger workers to fill their positions. Therefore, it is crucial to motivate older employees to continue working beyond retirement age. Research suggests that effective job design specifically tailored for older employees can significantly enhance their willingness to remain in their current roles. This can be achieved through two approaches: employer-driven job design (top-down) and job crafting (bottom-up), where older employees actively adjust their roles to better align with their skills and needs. This article explores various job design solutions that organizations can implement to encourage older employees to stay in the workforce. It examines the context of older employees and the ways in which their willingness to continue working is expressed. We present new insights into how job design and job crafting can influence this willingness behaviour, concluding with practical recommendations. Specifically, we suggest that organizations should: (1) ensure that job design for older workers

prominently features autonomy, learning opportunities, and social support; (2) differentiate between older workers in various job categories when redesigning roles; and (3) offer a personalized approach to job crafting, enabling older workers to continuously take the initiative in improving their working conditions, which can lead to enhanced long-term employability.

Berg¹ & Piszczek²¹Michigan State University, USA²Wayne State University, USA***Organizations and Workforce Aging: Stakeholders, Interests, and Human Capital Management***

Based on the wealth of research and theory surrounding workforce aging, there is an underlying assumption that organizations will need to shift toward a more “productive aging” approach to human resource management. Research on productive aging is organized around the interest of older workers to remain productive and successfully age and primarily reflects the supply decisions of older workers in the labor market. We know much less about the interests of other stakeholders in the employment relationship for managing workforce aging, particularly those of organizations. Current theorization around organizational demand for older workers is limited mostly to descriptive typologies and speculation about how workforce aging may be perceived by organizational leaders.

We draw on 42 in-depth interviews in eight chemical, electronic component, and auto part manufacturing facilities in the United States and Germany to develop a nationally comparative, multi-stakeholder model of the organizational response to workforce aging. In each facility, we interviewed the top manager, HR manager, two unit supervisors, and a worker representative where available, as well as conducted an older employee focus group. We seek to improve theorization around the organizational demand for older workers and better understand the role of organizational stakeholders and country-level institutions in shaping age-related practices at the workplace.

Initial, partial findings of this study were published in Berg & Piszczek (2021). This article focuses on differences in how top managers and supervisors perceive threats to human capital resulting from workforce aging. At the conference, we aim to present a more expansive interpretation of our data based on our upcoming book, “Organizations and Workforce Aging: Stakeholders, Interests, and Human Capital Management,” which is under contract and editorial review with Edward Elgar Publishing for a 2026 release. Our book develops a broader stakeholder-based approach to managing workforce aging. We explain the differing interests of various stakeholders, such as general managers, unit supervisors, worker representatives, and workers, and discuss how these differing interests translate to goals for the management of workforce aging. Moreover, our comparative analysis demonstrates how country institutional factors (collective voice, working time regimes, and retirement policy) shape how these goals are developed into workplace practices. For example, we examine how Germany’s strong system of worker representation, flexible system of working time accounts, and various exclusions in its age discrimination law allow for the creation of a variety of age targeted practices that meet the interests of both older workers and managers.

We would discuss the contributions of our comparative, multi-stakeholder approach to workforce aging and the important role played by institutions in shaping stakeholder interests and goals.

Silberg¹ & Al Mursi²¹Palacky University Olomouc, Czech Republic²Koç University, Turkey***Uplift: Unlocking Potential through Lifelong Individualised Training***

The multidisciplinary project Uplift is an Erasmus+ Forward Looking initiative involving universities, practitioners, and several professional organisations across Europe and beyond. The project responds to the urgent need for effective career guidance and lifelong learning interventions that enhance the skills of an age-diverse workforce. This need is particularly pressing for SMEs, especially low-skilled workers, individuals with limited experience, those facing skills shortages, and people seeking career transitions - including older workers.

It aims to empower adults in a rapidly evolving labour market by improving access to quality career guidance and training at all skill levels, and by encouraging active participation through opportunities for upskilling and reskilling. Uplift bridges academic research and the business environment through a people-centred, holistic approach. Guided by the '3I Framework' - Include, Individualise, Integrate - and leveraging the synergy of these interventions (focusing on the ageing workforce, SMEs, and career counsellors), the initiative aims to improve the skills landscape across Europe and ensure a dynamic, skilled workforce capable of meeting future labour market needs. "Include" focuses on developing inclusive settings for an age-diverse workforce. "Individualise" means tailoring support to the changing needs, experiences and career stages of individuals and organisations through personalised interventions to promote person-job fit and successful ageing. "Integrate" emphasises fostering effective collaboration and knowledge sharing between different age groups.

The ultimate goal is to enable adults, including older workers, to build resilient careers and contribute to an actively skilled workforce. To achieve this, the project will develop tailor-made training modules, handbooks and roadmaps, establish a knowledge hub, improve the competences of career counsellors and HR managers in SMEs and facilitate access to valuable career guidance. It will also create a framework for best practice and foster collaboration between the education and vocational sectors by bringing together academic and practical expertise and enabling data-driven decision-making among career counsellors, HR managers and employers.

This project contributes to practical and empirical advancements in the field of work-age diversity, supports transnational cooperation, and empowers adults to take control of their careers, build resilience, and contribute to a more skilled and adaptable workforce. An oral presentation will elaborate on the rationale behind the project, its methods, and the application of the '3I Framework' for adult career guidance and lifelong learning within the context of an ageing workforce.

Laguerre¹¹Marquette University, USA***Putting "Age" Back Into "Age-Related" HRM: Understanding Age-Inclusive HR Practice Perceptions Through the Lens of Self-Determination Theory***

As the workforce of developed nations become increasingly age-diverse (Rudolph et al., 2018), organizations must not only harness the unique benefits of this diversity but also address potential conflicts that emerge from different generational motivations, values, and biases (Boehm et al., 2021). In response, the field of age-related human resource management (HRM) has evolved to view age diversity—from a double-edged sword that can incite intergenerational conflict—to a uniformly beneficial asset that motivates people to achieve organizational success (Boehm & Dwertmann, 2015).

However, despite this perspective, research findings remain inconsistent regarding the impact of age-related HRM on motivational processes (Laguerre & Barnes-Farrell, 2025; see also Marescaux et al., 2013) and on work outcomes important for successful aging at work (Kooij et al., 2010; Ng & Feldman, 2015; Pak et al., 2021).

In an effort to problematize this HRM issue and advance organizational science (Alvesson & Sandberg, 2011; Laguerre, 2023), I examine several assumptions in the age-related HRM literature through two studies grounded in self-determination theory (SDT; Deci & Ryan, 2000; Gagné & Deci, 2005)—a theory that allows for testing assumptions around employees' needs and motivation. Specifically, I contend that the observed inconsistencies may stem from different assumptions underlying prominent operationalizations of age-related human resources (HR) practices. One approach implicitly assumes age neutrality and inclusivity by omitting direct references to “age”, prioritizing the use of high-performance and high-commitment HR frameworks (Boehm et al., 2021; Kooij et al., 2014; Laguerre & Barnes-Farrell, 2025; Pak et al., 2021). In contrast, another approach explicitly references age neutrality and inclusivity in the HR items presented to employees (Boehm et al., 2014; Burmeister et al., 2018; Fan et al., 2023; Loh et al., 2024; Oliveira, 2021; Peng et al., 2024; Rudolph & Zacher, 2021). This contrast suggests that the way age-related HR practices are operationalized may significantly influence the results related to employee motivation and performance, warranting closer examination. Using SDT, this article draws on two longitudinal samples of working adults, each with three waves of data, to examine the impact of age-inclusive HR practices on basic psychological needs, motivation, perceived work ability, and selection, optimization, and compensation (SOC) strategy use. In Study 1 (N = 783), multilevel structural equation modeling (MSEM) supports a mediated model in which need satisfaction and autonomous motivation link age-inclusive HR practices to perceived work ability and SOC strategy use (see Figure 1 and Figure 2). Study 2 (N = 731) builds on these findings by using MSEM and dominance analysis to compare the relative importance of age-inclusive HR practices against traditional high-commitment and high-performance HR practice schemes. Results indicate that age-inclusive practices provide incremental predictive validity and generally outperform traditional practices across all dependent variable models from Study 1 (see Table 5). Together, these studies advance the age-related human resource management (HRM) literature by demonstrating that age-inclusive HR practices—characterized by a strong age focus—more effectively support employee needs, motivation, and successful aging than HR approaches with a weaker age focus.

Schepp¹ & Böhm¹

¹University of St. Gallen, Switzerland

Crafting Sustainable Work: Exploring the Relationship between Job Crafting and Work Ability Across Age Groups

Enhancing work ability, defined as the ability to continue working in one's job given prevailing demands, presents a considerable challenge in today's dynamic work environment and aging population. Approach job crafting has emerged as a promising strategy to increase work-related resources crucial for managing rising work demands. This study integrates Job Demands-Resources theory with different perspectives on age-related differences to investigate the relationship between job crafting and work ability across younger and older workers. Addressing previous shortcomings and ambiguities in the literature, it explores potential reciprocal effects between job crafting and work ability, determines their direction, and contributes to clarifying the role of age for job crafting prevalence and effectiveness. Utilizing a random intercept cross-lagged panel analysis of 2,769 German office workers surveyed over two years, the study finds that increased work organization, adoption, and metacognition positively impact subsequent work ability for all participants. Adoption and metacognition predict future work ability specifically among younger workers, with reverse effects of work ability on

metacognition observed in this group. Work organization showed significant cross-lagged effects on work ability particularly among older workers. In conclusion, this research identifies actionable job crafting strategies that are linked to enhanced work ability, highlighting age-related variations in their effectiveness.

Fri. Oct. 17th, 11:15-12:15 | Gallery Walk #3: Aging and Technology at Work & Macro Level Issues

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Technology and successful aging in the healthcare industry: a qualitative study

Due to demographic changes and political trends employees have to work until a later age. Therefore, organizations are challenged to facilitate the extension of working lives of their employees. To meet this challenge Truxillo et al., 2012) suggest that job design can help facilitate successful aging at work. Moreover, the literature on technology and work shows that the rise of new technologies affects job design (see for example Parker & Grote, 2019). As technology can influence job design and job design in turn can affect successful aging at work it is likely that technology can enhance and undermine successful aging at work. However, few studies have combined insights on aging and technology at work. This is particularly important in the healthcare industry due to labour shortages and increased use of technology (van Dam et al., 2013; van der Heijden et al., 2018). Therefore, our research question is: How do healthcare employees from different age groups experience the usage of new technologies on their ability and motivation to (continue) work(ing)?

This study presents data from 24 semi-structured interviews with employees from different age groups. The interviews are analyzed using Template analysis. Initial findings suggest that healthcare employees were enthusiastic about the technologies they worked with. However, sometimes new technologies led to work intensification. Furthermore, the used technologies were mostly meant to support patients or save time, not necessarily to support workers. In general, employees were satisfied with the support that they received to work with new technologies, but organizations did often ask employees to invest personal time to learn how to work with them. Although all interviewees were positive about technology regardless of their age, all mentioned that in general older coworkers struggled more with new technologies. A limitation of this study is that mostly healthcare employees who are interested in new technologies participated.

Schellaert¹, Derous¹ & Lippens¹

¹Ghent University, Belgium

Age bias in ChatGPT's vs. recruiters' assessment of resumes: The role of job stereotypes

Background and study goals: The use of artificial intelligence (AI) in the hiring process is rapidly increasing (Benabou & Touhami, 2025). One advantage of AI is its capacity to make the recruitment and selection process more efficient, particularly in screening resumes (Ali et al., 2022). By using AI systems, including Large Language Models (LLMs) such as ChatGPT, the screening process can be accelerated. However, using AI for personnel selection raises concerns about potential biases in resume screening, as systematic biases might be rooted in the data during the pretraining phase

(Budhwar et al., 2023). Previous research has indeed shown that both ethnic and gender identities influence ChatGPT's evaluations (An et al., 2025; Lippens, 2024) and suggested that age bias may occur too (Navigli et al., 2023). Although retaining older workers in the workforce is crucial, research on age bias in ChatGPT's assessment of resumes is lacking, which is the focus of this study. Besides detecting bias, it is also important to examine (potential) contingencies that affect it, to better understand underlying factors and develop interventions (Derous & Ryan, 2019). Building on the prototype-matching theory (Perry & Finkelstein, 1999), negative consequences may arise when the job age-type is mismatched with applicants' age. Older workers may be disadvantaged in younger-typed jobs (e.g., hairdresser), and vice versa. However, compared to human ratings (Reeves et al., 2021), it is not yet clear whether these age-related stereotypes affect ChatGPT's evaluation of applicants of different ages. Finally, although LLMs are trained on human data and may thus mirror human biases, it remains unclear whether ChatGPT is more/less biased than human raters. Understanding age bias in ChatGPT's evaluation process is crucial, especially considering the growing adoption of AI in personnel selection and the longer working lives. Therefore, this study aims to investigate age bias in ChatGPT's versus recruiters' assessment of resumes, focusing on job age-types.

Method: We employed a randomized experimental study using a 2 (rater: recruiter vs. ChatGPT) x2 (applicant age: young vs. old) x2 (applicant gender: male vs female) x2 (age-type job: young vs. old) full factorial design. To increase ecological validity and limit learning effects (particularly relevant for ChatGPT), we developed multiple versions of each condition by systematically varying interchangeable characteristics. Applicant age was manipulated through first names, graduation dates, and birth dates, while applicant gender was manipulated through names only. Young- and old-typed jobs were determined in a pilot study ($N=80$, $M_{age}=29.63y$, $SD_{age}=15.87y$, 70.3% women) showing that "graphic designer" ($M=3.44$, $SD=1.64$) and "social media specialist" ($M=3.23$, $SD=1.86$) were perceived as equally young, $t(79) = 1.38$, $p = .17$, and "librarian" ($M=6.09$, $SD=1.77$) and "retirement planner" ($M=6.13$, $SD=1.36$) as equally old, $t(79) = -.18$, $p = .86$, measured on a 9-point Likert scale. For the main study, both recruiters and ChatGPT were asked to rate the profiles on job suitability for the specified job titles.

Results and Discussion: Data collection for the main study is currently ongoing. If accepted, the results and discussion will be presented at the Age in the Workplace Meeting 2025.

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²ETH Zurich, Switzerland

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Craft your job through Artificial Intelligence: An investigation of workers' Augmented Crafting behavior and age-related aspects

New Artificial Intelligence tools (AI) (e.g., ChatGPT, Perplexity, Gemini) can be used by workers even without being officially adopted by companies. This represents an important switch in the field of workers' bottom-up behavior (e.g., job crafting). For example, every worker in almost every organization can augment his/her capabilities, becoming faster and more effective in performing work tasks, but also carrying out tasks without having the skills to complete them in the absence of AI (Budhwar P., 2023). The present study explores how employees proactively use AI tools to modify and enhance their work, a process we define as AI-Augmented Crafting (AI-AC). Drawing from job crafting theory, the paper introduces a nuanced model that categorizes AI-AC into four dimensions: Task Augmentation, Decision-Making Augmentation, Learning Augmentation, and Relational Augmentation. Unlike traditional views that treat AI adoption as binary, this research emphasizes the diversity in how employees engage with AI, underlining a shift toward individual agency in digital transformation.

Central to the study is the role of age in moderating these behaviors. Based on Selective Optimization with Compensation theory (Baltes & Baltes, 1990) and Socioemotional Selectivity Theory (Carstensen, Isaacowitz, & Charles, 1999), which proposes that aging individuals increasingly adopt compensatory strategies to maintain performance in the face of declining resources, we hypothesize that AI-AC serves to increase performance especially for older employees. To test our hypothesis, we developed and validated the AI-Augmented Crafting (AI-AC) scale through a multi-phase process. First, we identified key dimensions and generated initial items based on insights from semi-structured interviews. Next, we assessed content validity by involving 66 naïve workers from diverse industries and job roles. We then conducted both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) respectively on a sample of 300 and 331 workers. To empirically test our model, we implemented a three-wave data collection strategy. The first wave, involving 180 participants with an average age of 48.8 years, provided preliminary support for the moderating role of age. Additional waves, currently underway, are expected to offer more comprehensive insights of our initial findings. Overall, this research emphasizes the critical role of age in shaping how employees interact with AI. Workers do not passively adopt AI, rather, they actively craft their work through its use. This proactive behavior is especially significant for boosting performance among older employees.

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From “young and old” to generation Z, How media narratives reinforce generational divides in times of technological change

This study critically examines how the media reinforce generational divides during two major technological shifts: the Third and Fourth Industrial Revolutions. Despite academic critiques of the generational concept, generational discourse remains prevalent in public and organizational debates. Media representations, in particular, often perpetuate stereotypes and simplifications, with limited grounding in academic literature. By analyzing 213 press articles through thematic and semantic methods, the research shows that generational discourse has intensified over time. Media portrayals have evolved from focusing on skill mismatches and youth unemployment to emphasizing generational differences and skill gaps, often reinforcing simplified and stereotypical views of generations. Moreover, media discourse increasingly highlights intergenerational contrasts rather than similarities, which is problematic as it may reinforce public perceptions of generational divergence. The findings raise a critical question: do the media actively construct these narratives, or are they merely reflecting imaginaries already present in organizational and academic spheres? These insights contribute to ongoing debates on generational categorization and will be illustrated through concrete examples during our presentation.

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Necessary HRM Practices for Extended Working Lives in Tight and Loose Societies: A Comparative Perspective

The call for more insight into how to prolong working lives has been echoing in the academic and business worlds for the last decades. Amongst others, frameworks pointing out favorable organizational Human Resources Management (HRM) practices for older workers, such as the Later Life Workplace Index (LLWI; Wilckens et al., 2021), have been developed. However, we still do not know which organizational practices are necessary for an extended occupational future time perspective (OFTP) among older workers. We aim to fill this gap by examining which of the nine domains of organizational practices included in the LLWI are *conditio sine qua non* for an extended OFTP. Considering cultural and societal variations in age discrimination prevalence and consequences, we conducted necessary condition analysis (NCA) using two clusters – one representing Tight societies and the other Loose societies – covering samples from nine countries (N = 3,077). Based on the data, we show that the nine LLWI domains are necessary for an extended OFTP, though to different degrees in different cultures. Specifically, most LLWI domains (e.g., Leadership, Work design, Knowledge Management) are particularly necessary in Tight societies and less so in Loose societies. This study contributes to the theoretical refinement of the effects of organizational practices on older workers and provides evidence-based recommendations for their efficient use in business life.

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The German and U.S. Validation of the Later Life Workplace Index Extra-Short Form (LLWI-XSF)

Objective: Employment of older individuals becomes more important in demographic change. To identify organizational practices that foster the motivation, health, and performance of older employees in particular, an efficient, holistic assessment of relevant organizational factors is needed. The 80-item Later Life Workplace Index (LLWI) as well as the 29-item LLWI Short Form (LLWI-SF) provide such a measure and differentiate nine domains of organizational practices relevant to older employees. The LLWI has been applied in emerging research in various contexts and countries. However, both measures are too lengthy to be applied in large-scale surveys (e.g., Health and Retirement Survey (HRS)) or organizational screenings. Therefore, this study introduces the extra short form LLWI-XSF. It features nine single-item measures that each capture one LLWI domain to achieve a highly efficient instrument.

Method: Over several discussion rounds, an expert focus group deductively developed nine German and nine American-English LLWI-XSF single-items, one for each domain based on the respective

domain description, indicators, and items from the original and short form. We collected data from older employees in two national samples to test both language versions for convergent, discriminant, criterion, and incremental validity. We estimated the external validity using a multiple cause multiple indicator (MIMIC) model.

Results: The results provide evidence for each item's and the overall formative index's validity. We present minor variations at the item and country levels.

Conclusion: We provide researchers and practitioners with a validated extra-short measure to efficiently assess all nine LLWI domains. This helps to gain a comprehensive understanding of all critical areas of organizational influences on later life work. The newly developed instrument is well-suited to enable comprehensive screening of organizational practices for older workers.

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How Workplace Training Policies Shape Inequalities in Working Until Later Ages: A Simulation Approach to Organizational Practices

This research examines how organizational practices contribute to inequalities in sustainable ageing through their impact on capabilities to extend working lives. As societies age, the ability to continue working becomes crucial for individual wellbeing, yet opportunities are unevenly distributed. Drawing upon organizational, employer, and inequality theories, we apply an empirically calibrated agent-based simulation model to examine the dynamic interplay between organizational practices, life-course trajectories, and macro-level outcomes. Specifically, we model how different organisational policies (e.g., inclusive and exclusive training policies), employer approaches (e.g., stereotypes), and social norms (e.g., retirement norms) affect older workers' retirement decisions and contribute to macro-level inequalities in later life (stratification of retirement patterns).

Our findings reveal that organizations have a significant influence on retirement trajectories and contribute to inequalities and macro-level trends in working longer. For example, exclusive training policies (supporting only talented workers) can lock specific groups in disadvantaged career paths, counteracting ageing policies and reinforcing inequalities. As we argue, the effects are moderated by employers' ageist stereotypes. We discuss organisational approaches from the perspective of the employee's motivation, performance, and costs. We also consider the trade-off between efficiency and inclusiveness of policy reform aiming at increasing the retirement age. Most of all, the results raise concerns that an efficient increase in average retirement ages can exacerbate inequality when people are forced to work longer than their abilities and preferences allow. More inclusive approaches require alignment of organizational practices with policy goals.

To strengthen our simulation model, we collected comparative survey data from managers in the US, UK, and Netherlands, including experimental vignette modules on employer decision-making. This research contributes to sustainable ageing discourse by identifying organizational mechanisms that either promote or hinder equitable extended working lives, suggesting pathways toward more inclusive workplace practices that support diverse ageing experiences.