

7th Age in the Workplace Meeting

**Official conference
booklet**

**15th – 17th November,
2023**

**ISM University of
Management
and Economics, Vilnius,
Lithuania**

Meeting Chair:
Bernadeta Goštautaitė, ISM
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





Conference Booklet

7th Age in the Workplace Small Group Meeting

AMW VILNIUS 2023

Preface	5
Special thanks.....	6
Conference program	7
General information.....	10
Getting around Vilnius	10
Public transport.....	10
Taxi.....	10
Weather	10
Accommodation.....	11
Conference venues.....	12
Printing services	14
Emergency contacts	14
Note to the speakers	15
Information on oral presentations	15
Information on gallery walks (“poster presentations”)	17
Sponsors.....	20
ISM University of Management and Economics	20
CEPAR	20
<i>Work, Aging and Retirement</i> journal (Oxford Academic)	21
Warrington College of Business University of Florida	21
The Seimas of the Republic of Lithuania.....	22
Rimi Lithuania	22
Lithuanian Diversity Charter Association.....	22
Attendees.....	23
Abstracts by sessions	26
Wed. Nov. 15 th , 14:30-15:45 Presentations #1: Unlocking the potential of older workers.....	26
Kooij & van Woerkom.....	26
Walwei	26
Perera & Reinwald	27
Thu. Nov. 16 th , 09:00-10:30 Presentations #2: Career development in later life and retirement	28
Mullen & Hirschi	28
Schroder	29

Conference sponsors:

2



#One Step Ahead

Andrei, Parker, Strauss, & Iles	30
Deller & Deller.....	31
Thu. Nov. 16 th , 13:30-15:00 Presentations #3: Age-inclusive work climate and leadership	32
Böhm, Blödnorn, Baldridge, & Bourovoy	32
Jungmann, Zellmann, Ronski, Zoszak, Andrei, & Parker.....	33
Finsel, Wöhrmann, & Deller	34
Eppler-Hattab & Lang.....	35
Fri. Nov. 17 th , 08:30-10:00 Presentation #4 Age diversity, stereotypes, and lifelong learning	36
Vestner	36
Marcus, Kagitcibasi, Smith, & Imer.....	37
Beier	38
Costanza.....	39
Thu. Nov. 16 th , 11:00-12:00 Gallery walk #1: Work ability and attitudes in late career and beyond	39
Laguerre & Barnes-Farrell.....	39
Žnidaršič	40
McCarthy, Brady, Truxillo, & O'Shea	42
Schellaert, Derous, McCarthy, O'Shea, & Truxillo	42
Mykletun	43
Gebben & Fritzsche	45
von Bonsdorff, Rönkkö, & Mansikkamäki	46
Michel, Fähnrich, Gödde, & Wöhrmann.....	47
Richter-Trummer.....	47
Thu. Nov. 16 th , 15:30-16:30 Gallery Walk #2 : HR practices for an age-diverse workforce.....	48
Alterman	48
Piszczyk & Dwertmann	49
Wöhrmann, Brauner, & Michel	50
Sousa & Amado	51
Fasbender, Froidevaux, & Klehe	52
Aksoy & Marcus	53
Axelrad, Eckstein & Larom	54
Fri. Nov. 17 th , 10:30-11:30 Gallery Walk #3: Age diversity, age norms, and contact	55
Tilston, Froidevaux, & Krings	55



Conference Booklet

7th Age in the Workplace Small Group Meeting

AMW VILNIUS 2023

Koçak, Derous, & Schellaert	56
Carls & Boehm	57
Pfrombeck & Galinsky	57
Fousiani, Scheibe, & Walter	58
De Meulenaere, De Vos, & Kunze	59
Drury & Fasbender	60
ABSTRACTS NOT PRESENTED	60
Laribi, Kuyken, & Schropp	60
Hampel, Moser, & Kunze	62
Oliveira, Perek-Białas, & Bongiovi	63

Conference sponsors:

4



#One Step Ahead



Preface

Dear all,

Welcome to the 7th Age in the Workplace Meeting in Vilnius!

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 workplace aging and retirement. Thank you all for the high-quality submissions that made this program possible.

Unfortunately, not everyone was able to attend the conference due to various challenging circumstances. The abstracts from research groups that were unable to join us in person are included at the end of this conference booklet to provide us with an opportunity to learn about the exciting research that our network colleagues are conducting.

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. Thirteen starting and advanced PhD students will meet with four 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—Mo Wang, Dorien Kooij, Susanne Scheibe, and David Dwertmann—for sharing their experiences with junior scholars in our field.

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

Sincerely,
AMW2023 Organizing Committee



Bernadeta Goštautaitė



Jolanta Jaškieienė



Dovilė Petreikienė



Justina Mioldažytė

Conference sponsors:



#One Step Ahead



Special thanks



Darius Karvelis,
Head of Finances, ISM



Guoda Suraninaitė,
Event Support Team lead,
ISM



Monika Visockytė,
Communication Project
Manager, ISM



Rūta Kazlauskaitė,
Professor and Editor of Baltic
Journal of Management



Asta Lisauskienė,
PhD Volunteer



Pranas Šmaižys,
PhD Volunteer



Tugce Yerlitas,
PhD Volunteer



Dalia Alionienė,
Business Support Director,
ISM



Rūta Aleksaitytė,
Marketing Project Manager,
ISM

Conference program

Wednesday 15th of November		Venue: The Seimas of the Republic of Lithuania (Parliament) (Gedimino Ave. 53, VILNIUS), Conference Hall Please be sure you have your ID card or passport to enter the Seimas building
13:00-14:00	Arrival and registration	Welcome coffee and snacks
14:00-14:30	Opening	Welcome address by the conference hosts and invited guests Bernadeta Goštautaitė (ISM) Modestas Gelbūda (LR Seimas) Dalius Misiūnas (ISM) Rugilė Trumpytė (Lithuanian Diversity Charter) Raimundas Lopata (LR Seimas)
14:30-15:45	Presentations #1	Unlocking the potential of older workers (3 presentations) Session chair: Heike Schroder
15:45-16:15	COST Action LeverAge	Justin Marcus & Susanne Scheibe Action Chairs of LeverAge
16:15-16:45	Break	Coffee Break
16:45-17:45	Panel Discussion	Hybrid Format Panel Discussion: Rethinking Uncertainty and Age in the New Era of Work Organizers: Julian Pfrombeck, Sara Zaniboni, & Gudela Grote Panelists: Alexandra Freund Jutta Heckhausen Donald Truxillo Mo Wang
17:45-18:00	Break	
18:00-21:00	Guided city tour and dinner	18:00 Meeting at the entrance of the Seimas 19:30 Dinner, Beer Cellar “Baltas ūsas”, Šv. Ignoto st. 16, https://www.baltasusas.lt/

Thursday 16 th of November		Venue: ISM University of Management and Economics, (Gedimino Ave. 7, VILNIUS)
8:30-9:00	Arrival	Auditorium 105
09:00-10:30	Presentations #2	Career development in later life and retirement (4 presentations, Auditorium 105) Session chair: Ulrike Fasbender
10:30-11:00	Break	Coffee Break (Main hall)
11:00-12:00	Gallery Walk #1	Work ability and attitudes in late career and beyond (8 presentations, Main hall – Amphitheatre) Session chair: Ariane Froidevaux
12:00-12:45	Journal Updates (hybrid)	Mo Wang (<i>Work, Aging, and Retirement</i> , Editor-in-chief) Hannes Zacher (<i>Psychology and Aging</i> , incoming Editor-in-chief) Main hall - Amphitheatre
12:45-13:30	Lunch	Catering on the 1 st floor (Main hall)
13:30-15:00	Presentations #3	Age-inclusive work climate and leadership (4 presentations, Auditorium 105) Session chair: Libby Drury
15:00-15:30	Break	Coffee Break (Main hall)
15:30-16:30	Gallery Walk #2	HR practices for an age-diverse workforce (8 presentations, Main hall - Amphitheatre) Session chair: Stephan Boehm
16:30-17:30	Photos and Tour of ISM	Photo session (Main hall - Amphitheatre) ISM University tour
17:30-18:30	Break	
18:30-21:00	Dinner	18:30 Meeting at the ISM entrance 19:00 Oldtown Dinner, Restaurant 14 Horses, Senatorių pasažas, Dominikonų st. 11, Vilnius, https://14horses.lt/en/



Conference Booklet

7th Age in the Workplace Small Group Meeting

AMW VILNIUS 2023

Friday 17th of November		Venue: ISM University of Management and Economics, (Gediminas Ave. 7, VILNIUS) Auditorium 105
8:00-8:30	Arrival	Auditorium 105
08:30-10:00	Presentations #4	Age diversity, stereotypes, and lifelong learning (4 presentations, Auditorium 105) Session chair: Matt Piszczek
10:00-10:30	Break	Coffee Break (Main hall)
10:30-11:30	Gallery walk #3	Age diversity, age norms, and contact quality (7 presentations, Main hall - Amphitheatre) Session chair: Sara Zaniboni
11:30-12:30	Business Meeting	AWM 2025 Wrap-up and farewell (Main hall – Amphitheatre)
12:30-13:30	Lunch	Catering on the 1 st floor (Main hall)
14:00-17:00	Post-program I	Additional working time (Rooms 103, 104, 105 booked for you)
	Post-program II	Guided City Tour “Jewish Vilnius” (requires individual registration on Day 1)

Conference sponsors:

9



#One Step Ahead

General information

Getting around Vilnius

Vilnius International airport is located within 15-20 minutes from the city centre and ISM University of Management and Economics. You can reach the city centre in two ways:

- Public transport
- Taxi

Public transport

If you choose to use public transport, you should download [Trafi](#) application. It is an app developed in Lithuania, where you will find all the necessary information in regards to commuting: routes, schedules, maps and tickets. Once connected with your payment card, you will be able to purchase single-ride tickets as well.

[More information on Trafi.](#)

You can also purchase a single-ride ticket from the driver.

The most convenient route from the airport to the city centre is **bus route 3G**. Get on the bus in front of the Arrivals and ride 8 stops to *Žaliasis tiltas*. Hotels and conference location will all be within a walking distance from the stop.

Taxi

The most convenient taxi services in Vilnius are provided by *Bolt*.

In order to use *Bolt*, you will need to download their [application](#) and provide your payment card details.

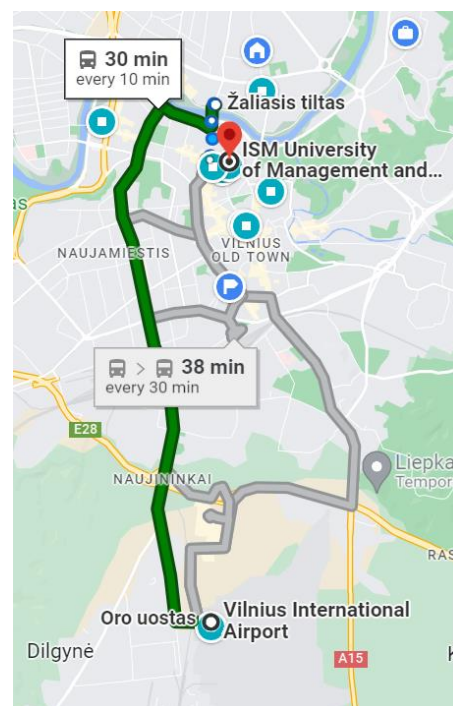
[More information on Bolt.](#)

A2B taxi (no application required): +370 626 66667

Weather

Mid-Novembers are cold, windy and dark in Lithuania. Do not forget your scarves, gloves and down-jackets at home.

[More information about Novembers in Lithuania.](#)



Accommodation

Addresses of the conference partner hotels:

Novotel Vilnius Centre 4*
([Gediminas av. 16, Vilnius](#))

Walking distances:
To ISM: 2 minutes
To Seimas: 15 minutes

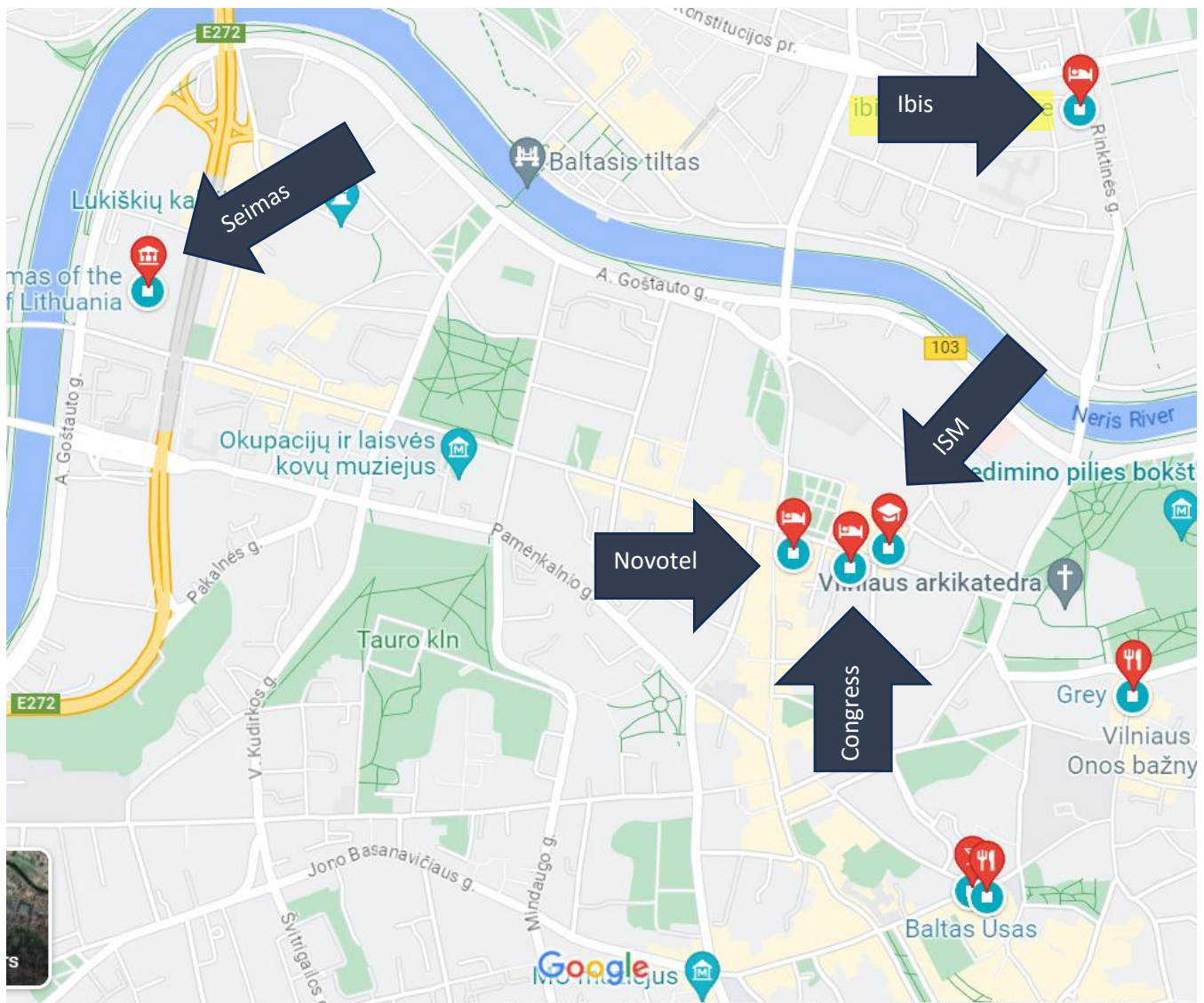
Ibis Vilnius Centre 3*
([Rinktinės str. 18, Vilnius](#))

Walking distances:
To ISM: 15 minutes
To Seimas: 30 minutes

Congress Avenue 4*
([Gediminas av. 12, Vilnius](#))

Walking distances:
To ISM: 1 minute
To Seimas: 17 minutes

The hotels are marked on the map, as well as other [conference locations](#):



Conference sponsors:

11

Conference venues

ISM University of Management and Economics

In the very centre of Vilnius, Gediminas Ave. 7, the building, after the reconstruction of a central post office, accommodates auditoriums, an amphitheatre, library, student collaboration and leisure spaces, as well as modern meeting rooms.

This year, during the AMW 7th Meeting, ISM will host the PhD Workshop as well as the Conference events on the 16th and 17th of November.

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

You will be provided with a conference participant card, which will guarantee your entrance to the building. Please make sure that you have your card with you at all times.

Eduroam wifi network is available on campus. If you do not use Eduroam at your university, there is a guest wifi network available for your convenience.

Wifi network: **ISM_guest**

Password: **ISMVILNIUS19**



The Seimas of the Republic of Lithuania

Our conference partner, the Seimas of the Republic of Lithuania, will host the conference opening ceremony on the 15th of November.

The conference will take place in the 3rd building.

There is an open Wifi network available on the LR Seimas premises.

Please do not forget that you will be required to provide your personal identification document, passport or ID card, in order to enter the building.

Conference sponsors:



Dinners

You can find other important addresses of lunch and dinner locations pinned to the Google Maps [here](#).

14th November, PhD Workshop dinner

Restaurant "...Grey"

Pilies St. 2, Vilnius, Lithuania

15th November, Walking tour dinner

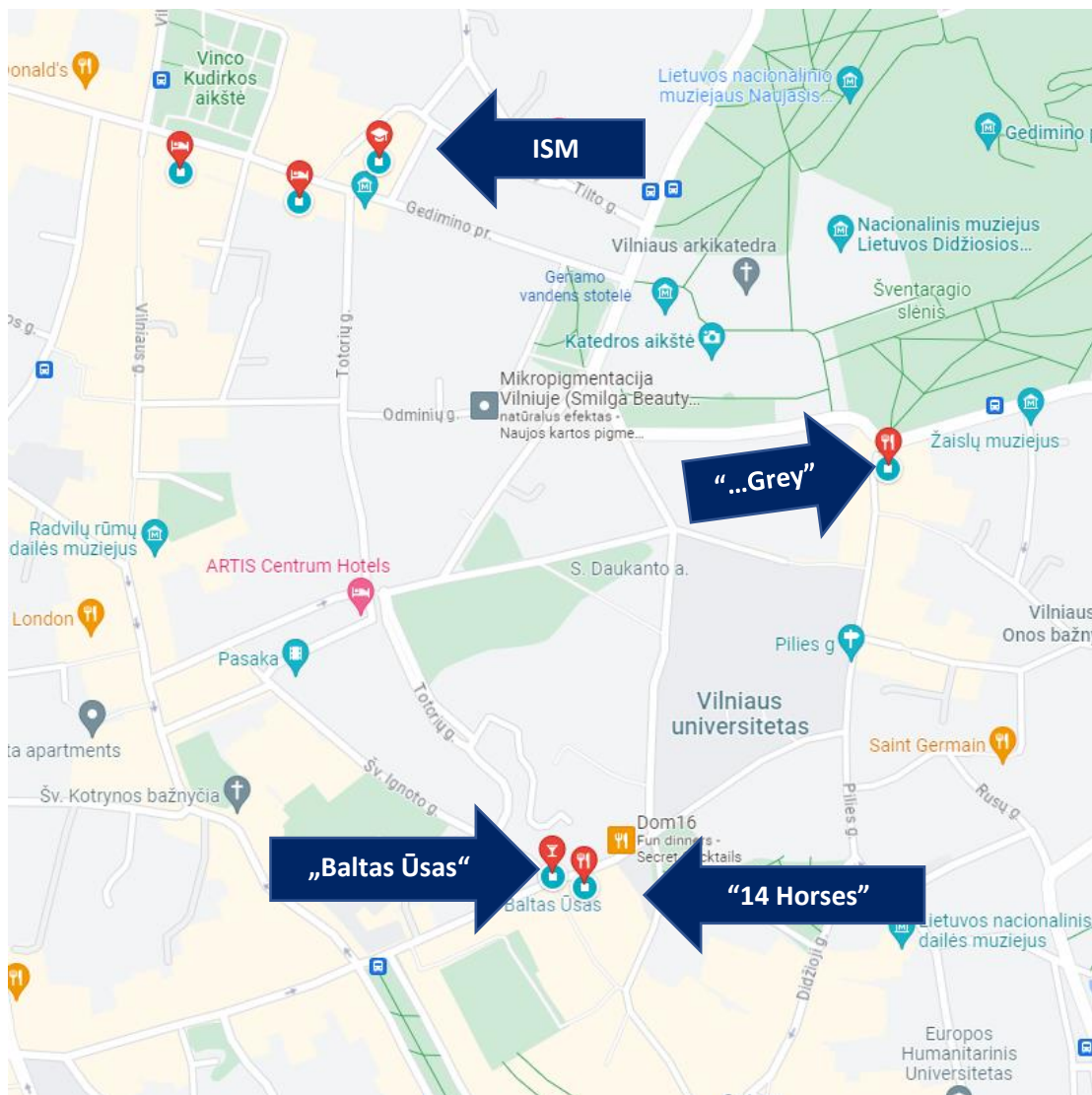
Restaurant "Baltas Ūsas"

Šv. Ignoto St. 16, 01144 Vilnius

16th November, dinner

Restaurant "14 Horses"

Dominikonų St. 11, 01131 Vilnius



Conference sponsors:

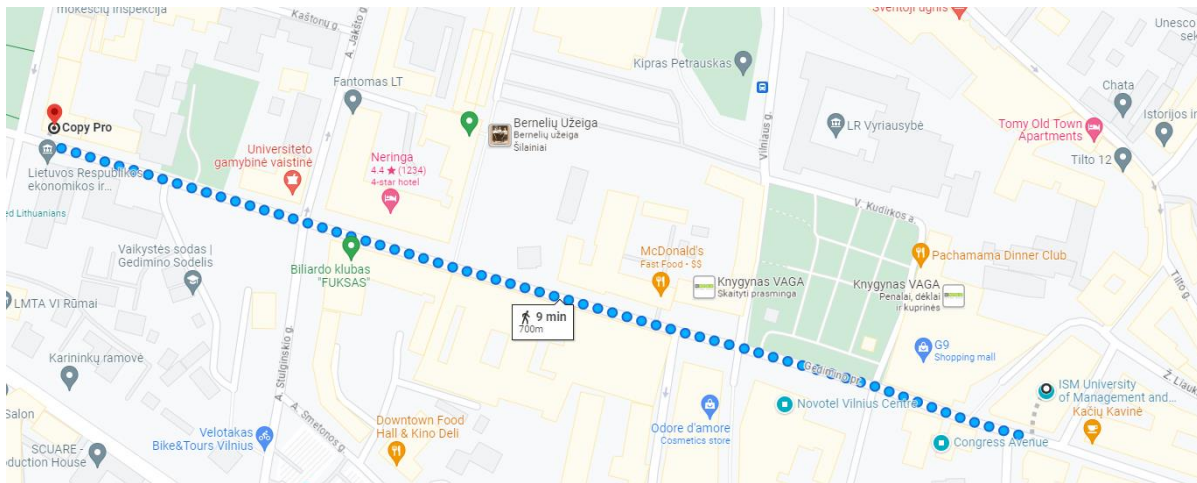
Printing services

The printing of posters is centralized. The AWM2023 organizational committee will handle the printing and delivery of posters at no additional cost to you. To ensure your poster is ready for presentation, please send it to awm2023@ism.lt by November 6th.

- Poster Size: A0 (841 x 1189 mm)
- File Format: PDF

Individual poster printing: If you choose not to send your .pdf file to us by November 6th or you prefer to handle the printing personally in Vilnius, you can email your poster to gedimino@copypro.lt and collect it at CopyPro station, [Gedimino av. 33, Vilnius](https://www.gedimino.lt/).

Copy Pro is located approximately 9 minutes on foot from ISM:



Emergency contacts

Justina Mioldažytė
+370 655 25986

Dovilė Petreikienė
+370 687 30066

Medical / safety/ other emergencies: 112

Conference sponsors:



#One Step Ahead

Note to the speakers

Information on oral presentations

When presenting, please follow these general guidelines:

1. You will have around 20 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 you want to interact with the audience.
3. You can moderate your own Q&A session by asking the public to react to certain aspects of your presentation.

Please find the full titles of the oral presentations below:

Presentations #1	Unlocking the potential of older workers
Kooij & van Woerkom	Growth Motives and Learning Behaviors Among Older Workers: Toward Better Measures
Walwei	Older Workers: Personnel reserve for increasing skill shortages?
Perera & Reinwald	You can lead a horse to water...: Leveraging manager communication to support older workers

Presentations #2	Career development in later life and retirement
Mullen & Hirschi	Career adaptability among older workers: A systematic review and research agenda
Schroder	Late career change in the UK and Japan: Investigating institutional and employer support through a Capability Approach lens
Andrei, Parker, Strauss & Iles	Future Work Selves at Late Career Stages: How representations reflecting hopes and aspirations for late career relate to career behaviors and retirement
Deller & Deller	Showcasing Data Science Methods Analyzing Post-Retirement Employment Decisions

Conference sponsors:

Presentations #3	Age-inclusive work climate and leadership
Böhm, Blödorn, Baldridge & Bourovoy	Disability Status, Productivity and Relative Subjective Age: The Role of Disability Visibility and Inclusive Leadership
Jungmann, Zellmann, Ronski, Zoszak, Andrei & Parker	ASCENT & DETEF - Conceptualizing and evaluating the effects of an age-inclusive leadership intervention
Finsel, Wöhrmann & Deller	The Later Life Workplace Index (LLWI): Key Learnings From a Multi-National Research Project
Eppler-Hattab & Lang	The Workplace Age-Friendliness Measure: cross-cultural validation developments in the Israeli and Austrian labour markets, and future directions

Presentations #4	Age diversity, stereotypes, and lifelong learning
Vestner	Training about digital collaboration in age-diverse teams - an intervention study
Marcus, Kagitcibasi, Smith & Imer	Stereotype Content at the Intersection of Age, Sex, and Social Class
Beier	A Person-Centric Approach to Lifespan Learning
Costanza	The topic of this talk has a lot of potential
Laribi, Kuyken & Schropp (<i>not presenting</i>)	Analyzing media representation of generations during technological evolution in organizations

Information on gallery walks (“poster presentations”)

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

1. Gallery walk presentations will consist of two parts: a blitz-talk and discussions with interested participants.
2. During the blitz-talk, you will **only have 3 minutes** to present your poster. You will be timed on the screen. Your poster will also be displayed on the screen as you talk.
3. After all presentations are done, you will have 30 minutes for the gallery walk to interact with the conference participants and get feedback on your work.

Please find full titles of the poster presentations below:

Gallery Walk #1	Work ability and attitudes in late career and beyond
Laguerre & Barnes-Farrell	An Evaluation of the Most Important Type of Motivation for Work Ability: A Self-Determination Theory Perspective
Žnidaršič	Almost at the end of career path and still engaged and innovative?
McCarthy, Brady, Truxillo & O'Shea	Comparing the Effectiveness of Workplace Interventions to Promote Work Ability: A Meta-Analysis
Schellaert, Deros, McCarthy, O'Shea & Truxillo	Older workers' intentions to work longer: Investigating the role of employability, self-efficacy and perceived opportunities
Mykletun	Is there an age limit for being innovative in the organisation?
Gebben & Fritzsche	More Than a Number: Investigating the heterogeneity among older workers
von Bonsdorff, Rönkkö & Mansikkamäki	Unpacking the relationship between small-business owners' resources, business exit, and retirement
Michel, Fähnrich, Gödde & Wöhrmann	Health Trajectories Upon Retirement: The Role of Working Time

Gallery Walk #2	HR practices for an age-diverse workforce
Alterman	Understanding attributions of age-related HR practices to better predict employee reactions and behaviors
Piszczeck & Dwertmann	Work-to-family conflict across the lifespan: Relationships with psychological well-being and turnover intentions
Wöhrmann, Brauner & Michel	Working Time Arrangements: Reality, Preferences, and Older Employees' Work Ability Expectations
Sousa & Amado	"I am not too old for training": A qualitative study on the factors that encourage older workers' participation in training
Fasbender, Froidevaux & Klehe	Signaling Security: When and How Age-inclusive HR-Practices Help Organizations to Lower Employees' Retirement Intentions
Aksoy & Marcus	The Formation of HR Attributions: A Process Model of Employee Age, the Management Context, and Burnout
Axelrad	Economic Benefits of Employing Older Workers
Richter-Trummer	A potential-oriented perspective on aging across the working lifespan - A critical review and empirical analyses of age-related human capital factors on behavioral and attitudinal outcomes
Hampel, Moser & Kunze <i>(not presenting)</i>	Feeling Younger, Exchanging Knowledge: Understanding Blue-Collar Workers' Knowledge Transfer Behavior
Oliveira, Perek-Białas & Bongiovi <i>(not presenting)</i>	Age-based metastereotyping in the context of telecommuting: the older workers' case

Gallery Walk #3	Age diversity, age norms, and contact quality
Tilston, Froidevaux & Krings	Boundaryless or normative careers? Perceived age norms for men and women's career transitions
Koçak, Derosus & Schellaert	Job Ads Through the Eyes of Younger Applicants: An Eye-Tracking Experiment on Negative Metastereotypes
Carls & Boehm	No such thing as free lunch – the hidden costs of low LMX differentiation in age-diverse teams
Pfrombeck & Galinsky	Don't Tell Me What to Do: Why Employees are Less Receptive to Feedback from Younger Female Leaders
Fousiani, Scheibe & Walter	With age comes wisdom? Leader age and conflict management with followers
De Meulenaere, De Vos & Kunze	Does age affect techno-insecurity and digital learning orientation? The role of age diversity and inclusive leaders
Drury & Fasbender	Restoring Intergenerational Harmony: Can Quality Contact between Older and Younger Employees Reduce Workplace Conflict?



Sponsors



University of
Management
and Economics

ISM University of Management and Economics

Founded by BI Norwegian Business School in 1999, ISM University of Management and Economics is a private higher education institution that carries out university level studies, business education and scientific research. The primary mission of ISM is to serve as a platform dedicated to high quality business education for students, current and future leaders, executives, entrepreneurs and experts. The university is an active member of the international academic and business community and a highly respected voice in the society. International research is directed at the increasing challenges our society, economy and business are facing and seeks to influence and meet the needs of today's society.

Website: <https://www.ism.lt/en/>

Conference website: <https://www.ism.lt/en/research-ism/age-in-the-workplace-meeting-2023/>



CEPAR

The ARC Centre of Excellence in Population Ageing Research (CEPAR)

is a unique collaboration between academia, government and industry, committed to delivering solutions to one of the major economic and social challenges of the 21st century. Based in Australia at the University of New South Wales with nodes at the Australian National University, Curtin University, the University of Melbourne and the University of Sydney, leading researchers drawn from Actuarial Science, Demography, Economics, Epidemiology, Psychology, Industrial Relations, Organisational Behaviour and Sociology, undertake multidisciplinary research to help governments, businesses, and consumers prepare for and make better decisions for an ageing world.

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





Conference Booklet

7th Age in the Workplace Small Group Meeting

AMW VILNIUS 2023

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/>

Conference sponsors:



#One Step Ahead



The Seimas of the Republic of Lithuania

The Seimas of the Republic of Lithuania is the unicameral parliament of Lithuania. The Seimas constitutes the legislative branch of government in Lithuania, enacting laws and amendments to the Constitution, passing the budget, confirming the Prime Minister and the Government and

controlling their activities.

Website: <https://www.lrs.lt/>



Rimi Lithuania

“Rimi” is one of the largest retailers in the Baltic States. We are a part of ICA Gruppen – leading retail organization in the Nordic region. We operate five food retail store formats appreciated by customers – Rimi

Hypermarkets, Rimi Supermarkets, Mini Rimi, Express Rimi and also E-commerce. In Lithuania we have more than 80 stores and we keep on growing our network. Our team consists of more than 3000 employees who each contributes to our common goal – to make every day a little easier for our customers. We want to create the shopping experience of tomorrow and drive healthy and sustainable choices that improve people’s lives and society. Every day. But most important – our team consists of very diverse people, yet we are all committed to three common values: simplicity, commitment, and entrepreneurship.

Website: <https://www.rimi.lt/apie/tvarumas>



Lithuanian Diversity Charter Association

Lithuanian Diversity Charter Association is an NGO that unites businesses, public sector institutions, and other non-profits. Our members commit to creating an open and inclusive work environment

and strengthening their social responsibility.

The Diversity Charter was started as an initiative run by Diversity Development Group and SOPA in 2018. Lithuanian Diversity Charter then also joined the European Union (EU) Platform of Diversity. The Lithuanian Diversity Charter Association was established in 2020. Diversity Charters operate in 26 EU countries. You can read more about the European Charter Network [here](#).

Website: <https://diversity.lt/en/apie-mus/>

Attendees

<u>NAME</u>	<u>Contact email address</u>	<u>Country</u>	<u>Institution</u>
AYLIN KOÇAK	aylin.kocak@ugent.be	Belgium	Ghent University
ALEXANDRA MICHEL	michel.alexandra@baua.bund.de	Germany	Federal Institute für Occupational Safety and Health (BAuA)
ANA BARTOL	ana.bartol@ef.uni-lj.si	Slovenia	School of Economics and Business, University of Ljubljana
ANDREAS HIRSCHI	andreas.hirschi@unibe.ch	Switzerland	University of Bern
ANNE MARIT WÖHRMANN	woehrmann.annemarit@baua.bund.de	Germany	Federal Institute for Occupational Safety and Health (BAuA, Germany)
ARIANE FROIDEVAUX	ariane.froidevaux@uta.edu	United States	University of Texas at Arlington
BERTA DE MARÍA MARTIN	bmm@psi.uned.es	Spain	Universidad Nacional de Educación a Distancia (UNED)
DANIELA MARIA ANDREI	daniela.andrei@curtin.edu.au	Australia	Curtin University, Australia
DAVID COSTANZA	dcostanz@gwu.edu	United States	The George Washington University
DAVID DWERTMANN	david.dwertmann@rutgers.edu	United States	Rutgers University
DONALD TRUXILLO	donald.truxillo@ul.ie	Ireland	University of Limerick
DORIEN KOOIJ	t.a.m.kooij@tilburguniversity.edu	Netherlands	Tilburg University
EVA DEROUS	eva.derous@ugent.be	Belgium	Ghent University
FRANZISKA JUNGSMANN	franziska.jungsmann@ism.de	Germany	ISM Berlin
GEMMA MCCARTHY	gemma.mccarthy@ul.ie	Ireland	Kemmy Business School, University of Limerick
GERT LANG	gert.lang@goeg.at	Austria	Austrian Health Promotion Fund - Austrian National Public Health Institute
HEIKE SCHROEDER-ALTMANN	h.schroder@qub.ac.uk	United Kingdom	Queen's University Belfast
HILA AXELRAD	hila.axelrad@rni.ac.il	Israel	Aaron Institute for Economic Policy, Reichman University

Conference sponsors:



Conference Booklet

7th Age in the Workplace Small Group Meeting

AMW VILNIUS 2023

INÊS C. SOUSA	ines_carneiro_sousa@iscte-iul.pt	Portugal	Iscte - Instituto Universitário de Lisboa
INGA MUEHLENBROCK	inga.muehlenbrock@tu-dortmund.de	Germany	TU Dortmund
YUJIE (JESSIE) ZHAN	yzhan@wlu.ca	Canada	Wilfrid Laurier University
IVANA IGIC	ivana.igic@gess.ethz.ch	Switzerland	MILAK at ETH
JAN F. DELLER	j.deller@campus.lmu.de	Germany	Ludwig Maximilian University of Munich
JANA ŽNIDARŠIČ	jana.znidarsic@ef.uni-lj.si	Slovenia	SEB Ljubljana, Ljubljana University
JING WANG	wwjing9809@gmail.com	Netherlands	University of Groningen
JUERGEN F. DELLER	juergen.deller@leuphana.de	Germany	Leuphana University of Lüneburg
JULIA FINSEL	julia.finsel@leuphana.de	Germany	Leuphana University of Lüneburg
JULIAN PFROMBECK	julianpfrombeck@cuhk.edu.hk	Hong Kong	The Chinese University of Hong Kong
JUSTIN MARCUS	jmarcus@ku.edu.tr	Turkey	Koç University
LAURA DE BOOM	laura.deboom@uantwerpen.be	Belgium	University of Antwerp
LIBBY DRURY	l.drury@bbk.ac.uk	United Kingdom	Birkbeck, University of London
MAAIKE SCHELLAERT	maaike.schellaert@ugent.be	Belgium	Ghent University
MARGARET BEIER	beier@rice.edu	United States	Rice University
MARIA VARLAMOVA	maria.varlamova@uj.edu.pl	Poland	Jagiellonian University
MATT PISZCZEK	piszczek@wayne.edu	United States	Wayne State University
MO WANG	mo.wang@warrington.ufl.edu	United States	University of Florida
MONIKA VON BONSDORFF	monika.e.vonbonsdorff@jyu.fi	Finland	University of Jyväskylä School of Business and Economics
MUSTAFA FIRAT	mustafa.firat@ru.nl	Netherlands	Radboud University
NIRIT ZAKOVITCH SHAYSHON	nirits@jdc.org	Israel	JDC Israel

Conference sponsors:



#One Step Ahead



Conference Booklet

7th Age in the Workplace Small Group Meeting

AMW VILNIUS 2023

NOREEN HERATY	noreen.heraty@ul.ie	Ireland	University of Limerick
OTILIE TILSTON	ottilie.tilston@unil.ch	Switzerland	University of Lausanne
PATRICK VESTNER	pvestner@smail.uni-koeln.de	Germany	University of Cologne
PIRET MASSO	piret.mass@ebs.ee	Estonia	Estonian Business School
RAPHAEL EPPLER-HATTAB	reppler@campus.haifa.ac.il	Israel	University of Haifa
REIDAR J. MYKLETUN	reidar.j.mykletun@uis.no	Norway	University of Stavanger Business School
RICK LAGUERRE	laguerrer@montclair.edu	United States	Montclair State University
SABINE RICHTER-TRUMMER	sabine.richter-trummer@unibw.de	Germany	Bundeswehr University Munich
SANJEEWA PERERA	sanjee.perera@unisa.edu.au	Australia	University of South Australia
SARA ZANIBONI	sara.zaniboni4@unibo.it	Italy	University of Bologna
SARAH BOUJENDAR	sarah.boujendar@tsm-education.fr	France	University Toulouse Capitole
SARAH MULLEN	sarah.mullen@unibe.ch	Switzerland	University of Bern
STEPHAN BOEHM	stephan.boehm@unisg.ch	Switzerland	University of St. Gallen
SUSANNE SCHEIBE	s.scheibe@rug.nl	Netherlands	University of Groningen
TAREK CARLS	tarek.carls@unisg.ch	Switzerland	University of St.Gallen - CDI
ULRICH WALWEI	ulrich.walwei@iab.de	Germany	Institute for Employment Research (IAB)
ULRIKE FASBENDER	ulrike.fasbender@uni-hohenheim.de	Germany	University of Hohenheim
VALERIA ALTERMAN	valterman@miami.edu	United States	University of Miami

Conference sponsors:

25



#One Step Ahead

Abstracts by sessions

Wed. Nov. 15th, 14:30-15:45 | Presentations #1: Unlocking the potential of older workers

Kooij & van Woerkom

Growth Motives and Learning Behaviors Among Older Workers: Toward Better Measures

Even though research findings indicate an age-related decline in worker's growth motives and work-related learning (Kooij et al., 2011; Kyndt & Baert, 2013), these results may be influenced by the available measures of growth motives and learning behaviors. In this presentation, we share results of a literature review and scale validation study that aim to firstly examine how growth motives and learning behaviors have been measured by distinguishing between educational and noneducational approaches to learning at work. Whereas educational perspectives frame learning mostly in terms of intentional processes of the acquisition of new and well-defined knowledge that are guided by an educator and that produce individual knowledge and skills, noneducational perspectives understand learning as largely implicit and participative processes that do not only result in individual but also in shared understanding and changing views. Because older workers have difficulties in explicating how their knowledge base still changes, prefer to broaden and refine their current knowledge base instead of acquiring completely new knowledge, have a strong need to control how and when they engage in learning activities and at what pace they learn, and have a preference for bi-directional learning processes, we argue that educational perspectives on work-related learning might not fully capture developmental processes among older workers. Scrutinizing available measures of growth motives and learning behavior on educational and noneducational perspectives, we found that these measures have been strongly influenced by an educational perspective. Since this may lead to wrong conclusions regarding older workers learning interest and activity, and in the end to an aggravation of age stereotypes about older workers, we propose that we need future research to develop new measures for growth motives and learning behaviors that are inspired by a non-educational perspective on work-related learning and are more suitable for older workers. Therefore, secondly, we introduce a new measure of "learning towards strengths and interests" that will better capture developmental processes among older workers. To validate this new measure, we collected data among N = 415 post-retirement workers of diverse gender, educational levels, and sectors. We conducted exploratory and confirmatory factor analyses, reliability analyses, and tested for measurement invariance between groups of different age, gender, and educational level. Furthermore, we showed convergent validity (e.g., significant positive correlations with developmental job crafting and autonomy), discriminant validity (e.g., insignificant correlations with accommodative crafting and work demands), and criterion validity (e.g., significant positive correlations with work ability, work engagement and person-fit).

Walwei

Older Workers: Personnel reserve for increasing skill shortages?

Recent developments on the labor market show that companies are finding it increasingly difficult to recruit not only skilled workers but also personnel for elementary jobs. However, the bottleneck situation could

Conference sponsors:

become even more acute in the future for two reasons: First, the transformation of an economy that is increasingly relying on digitization and decarbonization will require many experienced specialists. The twofold transformation is creating changed qualification requirements, which may intensify competition on the labor market. Second, demographic developments are leading to a shortage and simultaneous aging of the labor supply. Against this background, the employment of older people is becoming even more important. If it were possible to keep the generally well-qualified baby boomers in employment longer, the looming labor and skills gap could be reduced.

The contribution begins with a characterization of current recruitment bottlenecks and possible future shortage constellations in European countries. It then discusses the potentials and limits of increasing the labor force participation of older workers. However, the possibilities of realizing these potentials also depend on various decisions at the individual, company and institutional levels. These are discussed at the end of the contribution.

Recent decades have shown that there is a significant potential in tapping older people for the labor market and that this potential can be utilized. This is because the employment of older people has developed extremely favorably in many countries in the past. Tapping the potential of older workers to secure a skilled workforce requires a three-pronged approach. This includes firstly the development of employability at the individual level, secondly the attractiveness of the labor market for the group of older people, and thirdly appropriate regulations, in particular with regard to the exit from the labor force, e.g. concerning retirement.

High and rising employment rates among older people are not an automatic process. Employability well into old age requires good education and qualifications on the one hand and health stability on the other. However, high employment rates among older people are not only a result of their individual employability, but also depend on the attractiveness of the labor market and thus on the employment opportunities available to the individual. The more companies succeed in addressing the competencies and skills of older employees, organizing age- and age-appropriate work, strengthening the aforementioned occupational health and safety and responding flexibly to employee needs, the greater the chance of retaining or winning back older workers on the labor market. In shaping regulations, the primary concern is to maintain and, if necessary, strengthen work incentives for older workers in an appropriate manner. Provisions that encourage older workers to withdraw from the labor market without compelling reasons (such as serious health impairments) deprive the labor market of labor supply and are thus not sustainable and viable for the future.

Perera & Reinwald

You can lead a horse to water...: Leveraging manager communication to support to older workers

Technology use is ubiquitous in organizations and supporting older workers to update technology skills is pivotal to engaging and retaining them. Older adults need technology training to remain employable and avoid involuntary early retirement. However, older workers are often reluctant to access technology support programs, worried their participation portrays them as needing additional help (Gignac et al., 2022) and such programs can trigger stereotype threat (Mariano et al., 2020). Co-workers often believe that older workers are unable to adapt to technology changes (Posthuma & Campion, 2009) viewing technology support programs as indicators of low competence, triggering age-based stereotypes and discriminatory responses. There is a pressing need to understand how organizations can provide

Conference sponsors:

technology support programs that are accessed by mature-age workers while avoiding discriminatory reactions from other employees (Taylor & Bisson, 2022).

Drawing on work on leader communication (Nishii & Paluch, 2018), stereotype threat (Lamont et al., 2015), and age stereotypes (Cuddy et al., 2005), we examine how the way managers describe technology support programs influence employee reactions. Using an experimental design that positions managers as key influencers in how employees interpret organizational programs (Kehoe, 2021), we manipulate how technology support is communicated using 3 frames: remedial, productivity enhancing, neutral. We collect attitudinal and behavioural reactions from both mature-age employees and their co-workers to these different frames.

Technology support programs can be framed as remedial (Tharenou & Kulik, 2020) signalling that older workers have a deficiency that needs “correcting” (p. 1170) leading older workers to believe that participation will taint them with a “stigma of incompetence” (Konrad, et al., 2021, p. 12). Training can be framed as productivity enhancing (Leslie et al., 2012), signalling that older workers are valued (Tharenou & Kulik, 2020), encouraging their participation.

Technology support targeted towards older workers can be “a disruptive D&I event” (Konrad et al., 2021, p. 5) drawing attention to age-based differences. When technology training is framed as remedial, co-workers may think that older workers need to be accommodated until their eventual retirement (Bal et al., 2012) prompting reactions in line with age-based stereotypes. Remedial framing can also encourage co-workers to recognise unique needs of older workers, evoking pity and sympathy (Colella, 2001; Cuddy et al., 2005), leading greater support of older workers. When technology training is framed as productivity enhancing, co-workers may see this as part of the organization’s normal development initiatives and support older workers.

Our work positions managers as key sense-givers and examines the effect of specific manager communication frames on the acceptance and take-up of technology support programs. Project findings can extend our understanding of target and non-target employee reactions to technology support programs and unintended consequences of diversity initiatives (Leslie, 2019). Our findings can also inform the design of communication training targeting managers of age diverse teams.

Thu. Nov. 16th, 09:00-10:30 | Presentations #2: Career development in later life and retirement

Mullen & Hirschi

Career adaptability among older workers: A systematic review and research agenda

Objective: Contemporary work environments, require individuals to acquire new skills, demonstrate flexibility, and effectively adapt to the changing information landscape. These demands can pose significant challenges, particularly for older workers (Takao & Ishiyama, 2021). In addressing the demands of changing working conditions, career adaptability is considered as an essential construct in for career but also life success (Griffin, 2015). However, literature lacks a quantitative synthesis and integration of research on career adaptability among older workers.

Method: Based on lifespan and organizational psychology theories, we conduct a throughout examination of the literature on career adaptability among older workers and offer a systematic review of its antecedents and outcomes. By doing so we present a comprehensive overview of contemporary conceptualizations of adaptability in the work environment. By considering the different career developmental stages, including individuals who are actively employed, transitioning into retirement, and those who have already retired we offer a holistic understanding of adaptability among older workers in diverse contexts.

Findings: The findings indicate that older workers face increasing challenges in the workplace but exhibit higher career adaptability than younger workers. Factors such as aging experiences, psychological capital, and motivation to continue working, generalized self-efficacy, locus of control influence career adaptability among older workers. Older workers who demonstrate career adaptability have positive associations with various factors including job satisfaction, value of career coaching and active job search behavior. Findings also indicate that career adaptability is an important construct that also facilitates late career development, retirement transition as well as subsequent retirement adjustment.

Contribution: Our research aims to contribute to the field of organization behavior by addressing gaps, inconsistencies, and overlaps in the literature related to career adaptability in the context of aging and the late-career stage. By integrating findings and exploring individual difference, mediating processes, and outcomes, we seek to provide a comprehensive understanding of career adaptability among older workers. This knowledge can inform organizational practice and interventions to support older workers in maintaining productive careers and achieving successful retirement transitions.

Schroder

Late career change in the UK and Japan: Investigating institutional and employer support through a Capability Approach lens

Globally, there has been an interest in extending individuals' working life (Baxter et al., 2021). Two of the main ways in which extended working life has been promoted is through career development (Mok et al., 2021) and opportunities for job change (Feldman and Shultz, 2018) which can help older workers to stay economically active up until retirement (Butrica, 2022). Voluntary job mobility has been associated with higher quality-of-life regarding work-life balance, career prospects, and job satisfaction (Henseke, 2018), while also providing a bridge between full-time work and retirement (Lahlouh et al., 2019). Involuntary job mobility, conversely, leads to lower quality-of-life as precarious work results in stress and loss of autonomy, particularly for older workers (Flynn et al., 2011). How older workers change jobs is an important question within the context of ageing workforces.

Using qualitative data based on 18 life history interviews with individuals aged 50plus in and out of work in Japan and the United Kingdom, we explore how late-career job changers are facilitated and/or restricted by employers and institutions in making job changes. We answer this question through two lenses. First, we consider the experiences of older job changers through the lens of Amartya Sen's Capability Approach: an ethically individualist framework which is used to explore the extent to which people have and can make use of the resources they need to build the lives which they value (Ibrahim, 2020). In this case, we are exploring the support, career planning, and guidance which they need to build second careers which

they value. Second, using institutional theory, we explore the experiences of job changers in an external labour market (UK) with relatively low job security and institutional barriers to changing employers (Germain-Alamartine et al., 2021) and regulations prohibiting age discrimination and mandatory retirement (Flynn, 2010) versus a more coordinated labour market (Japan) in which a majority older workers benefit from very high levels of job security, but also face a mandatory retirement age of 65 (Higo et al., 2016).

Initial findings suggest that in the UK, career success is based on individual resources and proactivity, while later-life career transitions in Japan depend on the availability of government and employer-led accommodations. We argue that older workers with the commodities of a career plan, good social networks, a mission and skills which employers desire are better off in an economy like the UK which focuses on the dismantling of barriers to work like mandatory retirement and ageism and leveling the playing field to give older jobseekers an even chance for work. They would likely chafe within a system like Japan in which they would be told what kind of job they will be doing or how long they will be doing it. On the other hand, that same institutional input can be crucial for others with less experience in the job market, fewer soft skills and more generalized skills. For them, employer and state support including job matching and career guidance could help avoid unemployment/under-employment and match their skills to demand.

Andrei, Parker, Strauss, & Iles

Future Work Selves at Late Career Stages: How representations reflecting hopes and aspirations for late career relate to career behaviors and retirement

Theoretical background and research goals: With less prescribed career paths it is expected that employees take a very active role in managing their career, ensuring alignment to own values, needs and aspirations (Strauss et al., 2012). Such alignment is especially critical at late career stages when a proactive approach to career and retirement could improve outcomes for both individuals and organisations. Career research indicates that future work selves (i.e. hoped-for work identities) can act as a powerful motivational resource for proactive career behaviours (Strauss et al., 2012) and could contribute to a better understanding of how employees maintain their employability (Guan et al., 2014) and career adaptability through explorative behaviours (Cai et al., 2015). Despite the relevance of these behaviours for late career and retirement, the construct of future work selves has not been approached in this context.

The aim of this study is to extend existing research into future work selves to investigate how mature workers' representations of the self during the late stages of career work as motivational resources for relevant attitudes and behaviours. In line with existing research, we focus on the salience of late-career future work selves (i.e., the degree to which the future work self at late career stages is clear and easy to imagine for the participant). We furthermore introduce another focal characteristic – the flexibility of future old selves (i.e. the degree to which people see variability in their future self and a multiplicity of possible selves) and investigate how this characteristic contributes with predictive power over and above salience.

Methods: N = 623 participants recruited through an online panel services provider took part in a survey that was run as an additional study to a longitudinal data collection conducted within the CEPAR Mature

Workers and Organization research stream. Recruitment was restricted to Australian employees who were working at least 2 days/week and were 45 and above. 53% of participants were female.

Results: Preliminary findings indicate that flexibility of future work selves is factorially distinct from salience, as well as other related constructs such as future focus or self-efficacy. Flexibility also adds incremental predictive validity for proactive career behaviors over and above salience and proactive personality. Last but not least, flexibility of future work selves predicts retirement attitudes and behaviors such as desired retirement age and willingness to work past the traditional retirement age, while salience is unrelated or negatively associated with these outcomes.

Implications: This study advances existing understanding about motivational forces guiding the proactive approach to late career stages. By extending the concepts of future work selves we aim to provide new insights into how older workers think about the latter years of their professional careers and how these hoped-for identities shape their attitudes and choices throughout the lifespan.

Deller & Deller

Showcasing Data Science Methods Analyzing Post-Retirement Employment Decisions

Post-retirement employment of older individuals has increasingly gained attention in the last decade. In order to better understand post-retirement decision making, Fasbender, Wang, Voltmer, and Deller (2016) investigated the meaning of work and its relationship to post-retirement employment by using population-representative data from the German Transitions and Old Age Potential (TOP) study. They tested their hypotheses with data from 2,149 pensioners aged 60-70 years for relationships of personal, financial, and generative meaning of work with post-retirement employment. Fasbender et al. (2016) applied logistic regression analysis to predict post retirement employment. In an additional exploratory analysis they tried to answer a research question on meaning of work and post-retirement volunteering. Given the recent developments of data science and artificial intelligence, this paper investigates the capability of new and evolving methods to answer the same scientific questions using all features the original data set contains. Additionally, it presents the methods' upsides and downsides to provide guidance for others interested in applying these methods. First, the authors provide an overview over data science methods and discuss their applicability. Second, selected methods are applied to the TOP dataset. The methods include both unsupervised and supervised learning. While unsupervised learning aims to identify patterns in the data and can be viewed as method to extend exploratory data analysis, supervised learning models the effect of independent variables on a dependent variable (Hastie et al., 2009). This paper concentrates on the applicability of supervised learning. Into this category fall the generalized linear model (GLM) employed by Fasbender et al. (2016) as well as a wide range of other models, e.g., decision trees, support vector machines, or deep neural networks. These models differ in their assumptions about the functional relationship and therefore the complexity. While GLMs assume a linear effect of each independent variable on some transformation of the dependent variable, more complex models like deep neural networks relax this assumption of linearity and can model any functional relationship. Thus, more complex data generating processes can be fitted. After replicating the results of Fasbender et al. (2016), more complex models are fitted and their predictive performance is compared using

statistical cross-validation. As these models are more difficult to interpret, techniques from interpretable machine learning including both local and global interpretation methods like individual conditional expectation and partial dependence plots are employed to better understand the models. The discussion of the paper shows potential benefits and challenges applying data science methods to extend the toolkit of quantitative analysis methods. Benefits of supervised methods include a higher explained variance and more accurate modeling of complex relationships. The challenges surrounding their interpretability are discussed and methods to mitigate them are presented. This paper provides researchers (a) with a case to educate them on the use of datascience methods for data analysis and (b) shows that these methods can be applied in order to explain more variance of post-retirement decision making relevant for individuals and organizations alike.

Thu. Nov. 16th, 13:30-15:00 | Presentations #3: Age-inclusive work climate and leadership

Böhm, Blödorn, Baldridge, & Bourovoi

Disability Status, Productivity and Relative Subjective Age: The Role of Disability Visibility and Inclusive Leadership

Relative subjective age (RSA) perceptions (i.e., feeling younger or older than one's chronological age) have been found to be associated with important outcomes such as company performance (Kunze, Raes, & Bruch, 2015) and work motivation (Shane, Hamm, & Heckhausen, 2019). However, while the relevance of RSA perceptions has been shown by extant research, we need to better understand what drives individuals' RSA perceptions. Specifically, we know little about RSA perceptions of minority groups such as persons with disabilities. Drawing from Montepare's (2009) lifespan framework of subjective age, we argue that RSA perceptions are likely to differ for employees with disabilities who might be more likely to feel older than they are. In two studies, we thus (1) examine the relationship between employees' disability status and their RSA perceptions and (2) investigate the underlying drivers of RSA perceptions of employees with disabilities.

In study 1, we use a large cross-sectional sample ($n = 7,688$) and find that disability status is positively associated with RSA, indicating that disability status is an important age marker.

In study 2, we seek to understand what drives the RSA perceptions of employees with disabilities. We look at work-related age markers and propose a model of the relationship between employees' productivity (i.e., sick days, performance problems) and RSA for employees with disabilities. Further, we examine the potentially aggravating effects of disability visibility and attenuating effects of higher levels of inclusive leadership on these work-related age markers. We test this model with multi-source data from 358 employees with disabilities working for a German manufacturing company. As hypothesized, employees with disabilities who encountered performance problems felt older. Moreover, the unfavorable influence of sick days and performance problems on RSA was weaker for higher levels of inclusive leadership. Disability visibility appeared to be associated with higher RSA but showed no significant interactions with productivity age markers on RSA.

Our contributions to the literature are threefold. First, we contribute to the RSA literature by studying the antecedents of RSA perceptions and shed light on an important minority group's RSA perceptions. Second, we contribute to the disability literature by better understanding the workplace experiences of employees with disabilities. Doing so, we use multi-source data and a strong database with two large samples of employees with disabilities. Third, we contribute to the inclusion literature by studying inclusive leadership as an intervening mechanism for preventing negative RSA perceptions for employees with disabilities.

The practical implications of our research point to the manageability of RSA perceptions. Organizations should invest in their leaders to create inclusive work environments that make their employees with disabilities feel younger and thrive at work. With an aging workforce in most developed countries and the increased likelihood of disability as one ages, the relevance of these efforts will continue to grow.

Jungmann, Zellmann, Ronski, Zoszak, Andrei, & Parker

ASCENT & DETEF - Conceptualizing and evaluating the effects of an age-inclusive leadership intervention

Demographic change is altering the age-composition of the workforce, resulting in more older workers and increasingly age diverse teams (e.g., Czaja, 2020; Truxillo et al, 2015). The demographic change signals the need for leaders and organizations to create a work environment that aligns with age-related needs and preferences, fosters wellbeing, as well as creating decent work opportunities regardless of age. However, organizations have been slow to implement policies and practices (Perron, 2020; Truxillo et al., 2015).

Leaders are well positioned to shape the experience of aging and age diverse employees because they have the opportunity to influence important team processes and most aspects of followers' experience, wellbeing, and performance at work (e.g., Boehm & Dwertmann, 2015; Kearney & Gebert, 2009; Tuomi et al., 1997). At the same time, leaders tend to have a high degree of age stereotypes (Roth et al., 2007), which might result in adverse behavior fostering negative effects for mature workers and/or age-diverse teams (e.g., van Dalen & Henkens, 2018).

Age-inclusive leadership (AIL) has been put forward as a concept of leader behaviors that are important when managing and aging and age-diverse workforce. AIL draws upon the model of age-differentiated leadership (Wegge et al., 2012) and addresses all three meta-strategies of the 3-'I'-framework (Parker & Andrei, 2020). AIL involves leaders utilizing three key strategies which comprise of 'inclusive' strategies where age bias is minimized and inclusive practices are implemented; work design is 'individualized' based on age-related changes in needs, motives, and abilities; and 'integration' of contributions and knowledge exchange between age diverse employees.

While research shows positive effects of AIL behaviors on health, job satisfaction, performance and reduced conflict (Jungmann, 2019; Wegge et al., 2012; Koziel et al., 2021), research on interventions in this field is scarce (see Burmeister et al., 2021; Truxillo et al., 2015). Furthermore, although leaders should be a promising target group to ensure enhanced age inclusion in the workplace, age and age diversity are

rarely addressed in leadership development interventions (cf., Burmeister et al., 2021; Jungmann et al., 2020).

For this reason, we developed an age-inclusive leadership development intervention based on the latest research in the field of aging and age-diverse workforces, leadership development, and diversity training interventions (e.g., Bezrukova et al., 2012; Burmeister et al., 2021). The purpose of the intervention is to increase awareness and knowledge of age-related changes and age-inclusive leadership, develop positive attitudes towards age diversity, and most importantly, develop AIL behaviors among participating leaders. The intervention involves activity-based workshops, action planning, and individual coaching.

The training was conducted as a quasi-experimental field study with 61 leaders and their respective teams in Australia and in Germany in 2022- 2023. We used a training group – waiting control group design to evaluate the effects of the training by surveying leaders and their subordinates. We are currently collecting data from the first post measure (about 2-4 months after the training) in Germany. Preliminary analysis of the data collected in Australia suggests that the intervention provides value to participants. For example, when comparing leaders' pre-and post- training survey responses, their knowledge of AIL and attitudes towards age diversity improved. We will present the development of the leadership development program and report on data on affective, behavioral, and cognitive outcomes of leaders and subordinates.

Finsel, Wöhrmann, & Deller

The Later Life Workplace Index (LLWI): Key Learnings From a Multi-National Research Project

The LLWI provides a unique, comprehensive measurement model of organizational practices for older workers. The measurement benefits from its highly flexible use (e.g., administration to different organizational stakeholders, separate scales) and – based on preliminary findings – good applicability across different cultural and regulatory contexts. Hence the LLWI can be used for a variety of different research questions and approaches, including multi-level and cross-cultural research, thus having the potential to advance organizational research in the area of work and aging.

The Later Life Workplace Index (LLWI) was first published by Wöhrmann et al. in 2018. However, its initial development started long before when researchers noted the scarcity of comprehensive measurement models of organizational practices for older workers. Since the first qualitative development, a German language measurement was introduced and validated by Wilckens et al. (2021), then translated and validated in English language to fit the U.S. context by Finsel et al. (2023). From that, a larger research project has emerged including researchers from more than 15 different countries across the globe and covering different subprojects.

In this presentation, we would like to focus on the development process of the LLWI research project and the key learnings regarding both scientific and practical application. First, we give a short overview of the development of the LLWI research project, covering the starting point of the scarcity of comprehensive research in the area of organizational psychology, the qualitative and quantitative development of the LLWI, the increasing

globalization of the research project, and the recent development of a short version. By disentangling the different steps involved in the development of such a cross-national research project, we also want to

highlight and discuss the strengths and challenges associated with working together in large cross-cultural and cross-disciplinary research groups.

Second, we present the ways we identified and used to apply the instrument into practice. A recently published ISO norm (ISO 25550:2022) is largely based on the LLWI measurement model, thus allowing for global use. Additionally, organizational studies point to the practitioners' interest in using the LLWI as a screening tool to facilitate and validate organizational change.

Eppler-Hattab & Lang

The Workplace Age-Friendliness Measure: cross-cultural validation developments in the Israeli and Austrian labour markets, and future directions

Background and further validation in Israel:

The Workplace Age-Friendliness Measure (WAFM) is a four-dimensional construct for measuring the extent to which organizations maintain age-related organizational values, policies, practices, and climates that support the employability needs of older workers

(Eppler-Hattab et al., 2020). The WAFM was initially developed in Hebrew and cross-translated into English according to accepted guidelines for the process of cross-cultural adaptation of self-report measures (International Test Commission, 2017), while being used in three multiphase, multisource studies: a qualitative assessment procedure and two quantitative field surveys of individual-level perceptions. A further validation was conducted using responses from 1,893 employees working in 32 organizations from seven economic sectors in Israel who evaluated their organizations on the final version of the scale. Using confirmatory factor analysis procedures, the four-factor construct was found to be robust across gender, age groups, and organizational position in all sectors, while demonstrating fit indices that exclusively met accepted thresholds, and demonstrated chi-square difference tests indicating significant differences between the four-factor construct and diverse alternative models.

Validation process in Austria:

Method: A first validation of the German-language version of the WAFM was conducted. Based on guidelines for the process of cross-cultural adaptation of self-report measures (Beaton et al., 2000), several experts translated the original English-language WAFM instrument in an acceptable cross-translation process, from English to German and vice versa. On this basis, a panel of experts compiled the German-language pre-test version. Using an online survey, a convenience sample of 168 purposively selection of Austrian employees through a snowball method were interviewed. Item and dimensional analyses, as well as goodness-of-fit criteria of measurement using univariate and multivariate methods (confirmatory factor analysis and structural equation modelling), were used for this evaluation.

Results: The 24 individual items were found to have favourable measures and high discriminatory power. Good internal reliability was present for both indicators and factors. Dimensional analysis confirmed structural (construct) validity. Competing criterion validity was also demonstrated using related constructs. Age-friendliness in the workplace was perceived relatively independent of age, gender, and position. Objectivity can be achieved through standardised implementation, scoring, and interpretation of the survey instrument.

Conference sponsors:

35

Conclusions and future directions:

We discuss cross-cultural differences and similarities in applying the WAFM in Israel and Austria. The Austrian analyses demonstrated goodness of fit of the German-language measurement instrument, replicated international findings from Israel, and contributed to the refinement of the German instrument with qualitative feedback from the pre-test sample. Further comparisons and testing are needed in the context of workplace health promotion projects in Austrian and Israeli enterprises (e.g., retest reliability, measurement invariance). With measures focusing on workplace transition management, additional insights can be gained based on workplace interventions programs. Recommendations for future directions may also include a multilevel confirmatory factor analysis of the WAFM, predictive validity (e.g., of organizational outcome variables), and further discriminant validity.

Funding:

The Israeli research was funded by the Research Foundation of the National Insurance Institute of Israel (grant number 16252). The Austrian research was initiated by the Austrian Health Promotion Fund.

Fri. Nov. 17th, 08:30-10:00 | Presentation #4 Age diversity, stereotypes, and lifelong learning

Vestner

Training about digital collaboration in age-diverse teams - an intervention study

The research question that I would like to present and discuss at the Age in the Workplace Meeting is: "How, when, and for whom can effective digital collaboration within age-diverse employee dyads be fostered by a training intervention that aims to alter employees' beliefs about their developmental potential in terms of aging, digitization, and interpersonal interactions?". In a randomized controlled field experiment with a German bank, we have developed and conducted a training for more than 150 age-diverse coworker dyads. The training was built on two main theoretical lenses. First, creating a richer resource portfolio of digitally relevant competencies, based on a value in age diversity and information/decision-making perspective. Second, harnessing the unused potential within age-diverse dyads, based on a positive view on interpersonal interactions with coworkers.

With the training intervention, we aimed to investigate (a) to what extent a strengths-based approach can promote effective behaviors of age-diverse employees in digital collaboration (e.g., knowledge sharing, digital innovation behaviors, technology use behavior, helping), (b) by which cognitive changes the effects of the training intervention can be explained (e.g., aging mindset, technology growth mindset, value in age diversity beliefs), and (c) for which employees the training intervention has the strongest effects (e.g., older, technologically literate employees). In sum, by adopting a mindset and belief perspective, we therefore posited that the training intervention is positively linked to individual and collaborative digital effectiveness, via change of beliefs about developmental potential in terms of aging, digitization, and interpersonal interactions within the coworking dyad.

Figure 1: Conceptual model, mindset and belief perspective

Conference sponsors:

Facilitated by Human Resource managers, employees were invited to sign up for the training with a colleague with an age-difference of at least 10 years. Employee dyads were randomly assigned to an intervention or a waiting control group. The training intervention was designed as an in-person half-day workshop with up to 15 employee dyads (30 employees) per training session. Data collection did take place between January and April 2023 through three online surveys: a survey before the intervention to capture baselines, moderators, and demographics, a first post-intervention survey directly after the intervention to capture cognitive mechanisms, and a second post-intervention survey twelve weeks after the intervention to capture behavior and attitude change.

The research integrates the two research areas 'ageing workforce' and 'digitization' that have often been studied in separate streams. We are aiming to contribute to this joint research by understanding the cognitive mechanisms behind behavioral change through a training intervention for age-diverse coworker dyads. For practical relevance, the developed training can help organizations to raise awareness, to improve age-diverse collaboration and to better target their actions for an age-inclusive people management.

The data analysis and write up will take place in June/July and I am happy that I will be able to share the respective results in November. In an oral presentation, I would like to present the theoretical framing and implementation of the field experiment in more detail. Further, the results and findings will be presented in order to discuss their interpretation and further meaning as well as a potential outlook with the field experts.

Marcus, Kagitcibasi, Smith, & Imer

Stereotype Content at the Intersection of Age, Sex, and Social Class

Although stereotype content regarding the three prime facets of demography, including age, sex, and race, is firmly established, the intersectionality of these stereotypes remains unknown. Accordingly, we conduct the first study investigating stereotypes at the intersection of these three prime facets of demography. Four online randomized experimental studies sampling 475 workers were conducted.

Studies 1 and 2 involved American workers conducted via Prime Panels (Chandler et al., 2019) rating middle-aged/young male/female White/Black targets; Study 3 involved workers from 33 countries rating old-aged/young male/female high/low-status Turkish targets; Study 4 involved Turkish workers rating middle-aged/young male/female high/low-status Turkish targets in Turkish. Participants freely described, using any words that came to mind, "paper-people" targets in low vs. high-status jobs, in one of the most (the US, Studies 1 and 2) and least diverse countries worldwide (Turkey, Study 3 and 4; Luiz, 2015). Target photos (unincluded given file size limits) were derived from established databased confirming equivalencies of emotionality and attractiveness (Ebner et al., 2010; Ma et al., 2015). Using stimulus sampling to ensure construct generalizability (Highhouse, 2009), various target pictures, names, and jobs were used.

To best understand stereotype intersectionality, we analyzed participants' free recall descriptions word by word (19,768 words across four studies), coding stereotype content as determined by both the semantic and figurative meanings of the individual words and/or phrases utilized by participants. We then flagged

anomalous word patterns (sets of words or phrases that occur much more or less frequently in certain subgroups) that converged across studies; the final unique subgroup stereotypes were determined to be anomalies that both empirically converged across all studies (inductive; Charmaz, 2006) and dialectically converged with extant research on stereotyping and prejudice (abductive; Saetre & van de Ven, 2021). The final codes from this Grounded Theory analysis (Charmaz, 2006) are summarized in Table 1. Evidencing that saturation was reached, no new patterns of anomalies arose in Study 4, which was conducted in a different language (Turkish) than Studies 1-3 (English; Charmaz, 2006). All final codes abductively converged with extant research, thereby confirming the veracity of our findings (Saetre & van de Ven, 2021).

Summarily, our study findings represent several important contributions to the science of work and aging. First, establishing unique stereotype content that differentiates among the conjoint tripartite of age, sex, and race adheres closer to reality because every social perception involving these facets of demography must always occur in tandem and never occur in isolation. Second, to the extent that we can establish stereotype convergence across racial and socioeconomic status lines (e.g., Blacks in the US vs low socioeconomic status Turks in Turkey), we provide an empirical basis for scholars wishing to study racial or ethnic marginalization across societies and cultures. Third, we provide a methodological template that scholars may use to investigate the intersectionality of other types of prejudice, such as disability status, sexuality, or weight (Marcus, 2022). Our findings enable organizational policymakers to pinpoint the types of workers that may be most at risk of discrimination in a given organizational context.

Beier

A Person-Centric Approach to Lifespan Learning

In today's workplace, people of all ages must continually update their skills to remain employed and employable. Organizational scientists have tended to examine employee learning and development through an organizational lens, focusing on formal training programs (Ford, 2021) or informal development such as on-the-job training (Cerasoli et al., 2018). Although useful from an organization's perspective, this approach ignores people not affiliated with organizations (e.g., unemployed or precariously employed as a gig workers) who are interested in developing work-related skills. By contrast, a person-centric approach shifts the focus to learning, whether or not it is happening within organizations. A person-centric perspective is increasingly important given the disruptions workers are likely to encounter in the 21st century workplace (e.g., from automation/AI to pandemics) that make stable employment over the lifespan increasingly unlikely (Beier et al., 2020).

This presentation will describe a person-focused perspective on learning that incorporates the lifespan development framework to understand the motivational, attitude, and ability determinants of choosing to participate in, perseverance while engaging in, and success in learning activities across the lifespan (Baltes et al., 1999; Kanfer & Ackerman, 2004). A person-centric approach to lifespan learning recognizes that through the lifespan, the responsibility for continuous learning and development falls squarely on the individual. That is, to remain employed and employable, people will need to understand the types of jobs that are available to them, how those jobs match with their knowledge, skills, abilities and other attributes, and how they can engage in available training and development activities to acquire requisite knowledge

and skills. They will also need to take action on this understanding. Thus, the person-centric approach recognizes the importance of abilities, motivation, and self-regulation in learning throughout the lifespan and highlights how knowledge about one's own skills and expertise, motivation, and self-regulation may change with age (Kanfer & Ackerman, 2004).

Research on age and training performance shows that older workers tend to do worse and take more time relative to younger workers, with little support for the effectiveness of training interventions designed to close age-related performance gaps (Davenport et al., 2022; Kraiger & Ford, 2021). Nonetheless, this research focuses on learning during training and has not examined the motivational and self-regulatory processes involved in the choice to engage and persist in lifelong learning. For example, as people age, they may choose to engage in development activities more closely aligned with their expertise due to perceptions of the effort involved in learning a completely new skill (e.g., selection, optimization, and compensation model; Baltes & Baltes, 1990). A person-centric approach to lifespan learning also recognizes the importance of integrating the job search literature with research on learning and development. For instance, the difficulty of job search with age may exacerbate perceptions of effort for those who are already worried about the effort required to learn new skills. I will present the case for organizational scientists to adopt a person-centric focus on lifespan learning and an agenda for future research that incorporates this perspective.

Costanza

The topic of this talk has a lot of potential

In the workplace and across domains, people often observe that a particular person “has potential.” However, theory and practice offer limited understanding and evidence about what indicates potential and how this concept is attributed to individuals. In this talk, I will first review the results of our study on implicit theories of potential – what people generally think it is. Then, I hope to get feedback and input from my colleagues about our conceptualization of potential, what characterizes it, the extent to which it is domain-specific, how much it is impacted by cultural and country norms, how early you can identify it, how it changes over the life course, and how you can measure it.

Thu. Nov. 16th, 11:00-12:00 | Gallery walk #1: Work ability and attitudes in late career and beyond

Laguerre & Barnes-Farrell

An Evaluation of the Most Important Type of Motivation for Work Ability: A Self-Determination Theory Perspective

Perceived work ability is a self-evaluation of the ability to continue working, and it is a longstanding predictor of important organizational outcomes such as absence, retirement, and disability leave (Brady et al., 2020; Cadiz et al., 2019; Ilmarinen, 2009; McGonagle et al., 2015). The job demands-resources (JD-R) model (Bakker & Demerouti, 2007) is often used to conceptualize individual factors, such as motivations, as personal resources that contribute to work ability appraisals (Brady et al., 2020; Cadiz et

al., 2019). Yet, despite the proliferation of work ability research, our understanding of the motivational underpinnings of work ability remains underdeveloped with respect to self-determination theory (SDT; Deci & Ryan, 2008; Gagné & Deci, 2005)—a macro-theory of human motivation. Therefore, the purpose of this study is to evaluate work ability through the lens of SDT and offer a nuanced understanding of how motivation impacts work ability.

To motivation scholars, motivation pertains to effort expenditure (Pinder, 2008), and SDT theorists propose that there are several types of motivation which fall on a continuum. Amotivation represents a complete lack of effort expenditure at work (the lowest end of the continuum) (Gagné & Deci, 2005). Controlled motivation is effort expended due to external pressures at work, such as reward and punishment structures, or to avoid embarrassment (the middle of the continuum) (Gagné & Deci, 2005). Finally, autonomous motivation captures effort expended at work due to personal importance or enjoyment (the highest end of the continuum) (Gagné & Deci, 2005). In the work ability literature, motivation is typically operationalized using individual difference variables such as self-efficacy and variables that are proxies for motivation, such as work engagement (Brady et al., 2020); however, according to SDT scholars, these operationalizations do not truly capture motivation (i.e., why someone exerts effort at work).

Therefore, the purpose of this study is to determine the most important type of motivation for predicting work ability according to SDT. We use dominance analysis (Budescu, 1993; Laguerre, 2021) to rank order SDT motivational processes, and we test our hypotheses—that autonomous motivation is the best predictor of work ability, and working for personal importance reigns supreme—in a two-wave sample (T1 N = 1467; T2 N = 1061) of working adults from a variety of U.S. industries and occupations. Across both waves (6 weeks apart), results indicate that autonomous motivations were the most important type of motivation for work ability, with the leading type of autonomous motivation being people working for personal importance (rather than working for enjoyment). Amotivation was the second leading indicator of work ability, and controlled motivations were the least important work ability predictors. Overall, people who put effort at work for personal (i.e., self-determined) reasons have the highest levels of work ability. We discuss our findings in the context of interventions designed to motivate older workers to develop and maintain their work ability—from an SDT perspective. We also share exploratory results on the differential effects of motivation on sub-dimensions of work ability (e.g., overall, physical, mental, and social).

Žnidaršič

Almost at the end of career path and still engaged and innovative? It is all about how old you feel!

Purpose – In accordance with cognitive ability theory, we could expect age-related decline also in innovative work behaviour (IWB) of older employees. This research study seeks to explore controversial findings, at first place asking ourselves - is it true that older employees are less innovative?

There are plenty of examples of older employees who are successful innovators. Moreover, research (e.g. Guillén & Kunze, 2019) suggests that collaborating with other employees reduce the negative effects of the decline in cognitive ability of older workers on innovative behaviour. Similarly, Vithayaporn and Ashton (2019) study revealed that an engaged employee is more likely to act innovatively.

Thus, this research opens up very challenging question on how can we mitigate the negative relationship between the actual (chronological) age of employees and the presumably related lower IWB. With purpose to find answers to the mentioned question, we are checking whether and how much the moderators namely: perceived age (when lower), early retirement intentions (when lower), growth (not fixed) mindset and intergenerational climate (if positive) would mitigate the otherwise assumed negative influence of actual age – via engagement – on IWB.

Design/methodology/approach –The quantitative approach was designed for this research. The data is being collected from various ways by sent survey questionnaire form both offline and online.

To test our hypotheses, we first examine the relationship between actual age and IWB, mediated by engagement (H1) and then examine the moderated-mediation models that include the moderators of perceived age (H2a), growth/fixed mindset (H2b), early retirement/prolonging working life intentions (H2c) and intergenerational climate at workplace (H2d).

Originality/value – The study is beneficial and unique because it offers the perspective of a population critical to the survival of multy-generation society.

The contributions and practical implications of the study may provide the HRM and CEO's with in-depth insight concerning appropriate age management practices to alleviate the actual and stereotypical consequences of ageing workforce, simultaneously facilitating smooth and fulfilling intergenerational coexistence at workplace. Age management can enable older workers to flourish also when approaching the end of career, thus working on employees' personal sustainability.

First, we contribute to the literature on age stereotypes and discrimination in the workplace (see, e.g., Ng & Feldman, 2012; Posthuma & Campion, 2009) by identifying the engagement of employees as a core mediator between age and IWB (and consequently on many other outcomes, such as organizational promotion, performance appraisal and personal sustainability in general). Companies might benefit from current research by gaining information on how to tailor the work environment (e.g. by enhancing engagement or building better intergenerational climate) to avoid the negative consequences of an aging workforce.

Second, we aim to clarify the theoretical and empirical inconsistencies in the literature regarding the relationship between age and innovation-related behaviours in the workplace. For this purpose, we formulate and test a hypothesis using arguments from cognitive psychology (Horn & Cattell, 1967) to explain the potential innovation deficits of older employees.

Last, we match research on age in the workplace with ideas from the literature on social networks and intergroup innovation (e.g., Alexander & Van Knippenberg, 2014; Tortoriello & Krackhard, 2010), while emphasising the importance of intergenerational knowledge sharing.

Key-words: Older employees, IWB, engagement, perceived age, intergenerational climate, growth/fixed mindset, retirement intentions, personal sustainability.

McCarthy, Brady, Truxillo, & O'Shea

Comparing the Effectiveness of Workplace Interventions to Promote Work Ability: A Meta-Analysis

Background. The workforce in many countries around the world is aging. As a result of advances in medical care, people are living much longer and healthier lives (Woolf & Schoomaker, 2019). Simultaneously, there are fewer people being born in many western countries (Ritchie & Roser, 2019). Hence, fewer people are entering the workforce, which is putting increased pressure on retirement systems. To better understand how we might alleviate this pressure, organizational science researchers are focused on identifying how we might extend working lives. Given its ability to predict labor force outcomes such as turnover intentions (Derycke et al., 2012) and retirement (Von Bonsdorff et al., 2011), there has been a growth in research on work ability, which is defined as one's ability to meet the demands of their current role (Ilmarinen et al., 1991). In particular, there has been an increase in workplace intervention studies that aim to improve employee work ability. However, it is unclear whether these interventions are effective. Therefore, the present study will evaluate the efficacy of the work ability intervention studies conducted thus far.

Methodology. We conducted a systematic literature review using the following five databases: Psychinfo, Pubmed, Scopus, Science Direct, and Web of Science using the following search strategy: (work ability OR workability) AND (intervention OR program). The search was limited to articles in English. We also searched the reference lists of relevant articles to identify additional studies. Only studies that provide sufficient data to calculate effect sizes will be included in our analysis. We will use random-effects meta-analysis to calculate the overall effect size and sub-group analyses to identify potential moderators of the intervention effect.

Findings. We identified a total of 215 articles through our initial search and screening process. At present, we are in the process of reviewing the full-text articles to determine their eligibility for inclusion in our study. As of 10/05/2023, we have included 49 studies in our meta-analysis. We plan to have the study completed by August 2023. Therefore, we will present our findings at the Age in the Workplace Meeting in November. Thus far, the types of workplace interventions include aerobic conditioning, psychotherapy, individual coaching, and mindfulness training, amongst others. In addition to intervention types, we are also coding for demographic factors such as age, work type, and job tenure, among others to see for whom the interventions are most effective.

Conclusions. Our findings will help us understand which workplace interventions, if any, are effective at improving employee work ability. In doing so, our study has the potential to inform the development of workplace interventions designed to improve work ability and increase and enhance working lives.

Schellaert, Deros, McCarthy, O'Shea, & Truxillo

Older workers' intentions to work longer: Investigating the role of employability, self-efficacy and perceived opportunities

Background and study goals. In response to global aging and shortages in the labor market, policymakers have been forced to increase legal retirement ages to prolong working life. Based on information older

workers have about themselves (e.g., their skills) and their environment (e.g., caregiving responsibilities), they decide to retire or work longer. A valid theory to predict intentions and behaviors (like working longer) is self-efficacy theory (Bandura, 1977). Building on this theory, older workers might evaluate their capabilities to work longer (i.e., self-efficacy to work longer) which can affect intentions to work longer. Indeed, previous research showed that occupational self-efficacy is positively related to older workers' desired retirement age (Wöhrmann et al., 2017). Further, based on the self-efficacy theory, self-efficacy influences expected outcomes, like expected opportunities when working longer. Previous research indeed showed that task-specific self-efficacy has been associated with higher perceptions of opportunity recognition (Gibbs, 2009), which might affect work-related outcomes, like retirement. Therefore, we expected that perceptions of occupational/private opportunities mediate the relationship between self-efficacy to work longer and one's intentions to work longer.

Additionally, previous research has shown that one's employability is positively related to one's self-efficacy (Berntson et al., 2008). Perceiving oneself as more employable within the organization (i.e., internal employability) can provide more control over one's actions (Berntson et al., 2010), like working longer, and can give the feeling of being able to work longer (i.e., self-efficacy). Therefore we expected that internal employability is positively related to self-efficacy to work longer. The proposed research model is displayed in Figure 1.

Method. Data collection is part of a larger longitudinal study conducted among employees aged 50 years or older that worked in a large Western-European government organization. Data of the present study included participants ($N_{\text{total}} = 967$; $\text{Mage}_{T1} = 55.0$, $\text{SD}_{\text{age}_{T1}} = 3.4$; 67% women) from two waves ($T1$: 2019; $T2$: 2021).

Results. To assess the research model, we ran a structured equation model based on 95% confidence intervals with a 10,000 sample bias-corrected bootstrapping analysis using the statistical package Mplus version 8.6. The results indicated that internal employability has a significant positive direct effect on self-efficacy to work longer ($B = .57$; $SE = .05$; $p < .001$). Furthermore, self-efficacy to work longer significantly predicted one's intention to work longer ($B = .46$; $SE = .05$; $p < .001$), and this relationship was mediated by both occupational and private opportunities, as indicated by a significant total indirect effect of both pathways ($B = .04$, $SE = .02$, $p < .05$). Interestingly, when looking at the mediation paths separately we found that perceived occupational opportunities mediated the relationship between self-efficacy and intentions to work longer ($B = .05$; $SE = .01$; $p < .01$). However, perceived private opportunities did not significantly mediate the relationship between self-efficacy and intention to work longer ($B = -.01$; $SE = .01$; $p = .12$).

Discussion and conclusion. Older workers possess valuable organizational knowledge, and thus, understanding how to encourage them to work longer is important. Organizations might focus on older workers' self-efficacy and employment opportunities, for example, by implementing strengths-based HR practices (Gürbüz et al., 2022) to motivate older workers to work longer.

Mykletun

Is there an age limit for being innovative in the organisation?

Research goals and why the work was worth doing. Organisations are in constant need for innovations (Rosenbusch et al., 2011). However, the workforce is ageing and there are wide-spread beliefs in organisations that the ability to innovate and openness to change decline with increasing age (Appelbaum et al, 2016; Harris et al, 2017; Ng & Feldman, 2013). Norwegian time series studies (annual interview from 2003 to 2021) show that between 55 and 65 % of the leaders prefer involving younger workers when new technologies and methods are to be introduced (Ljunggren et al., 2021). Thus, through this practice of age discrimination, older workers might become marginal in innovation processes, impairing their motivation, competence development, and employability, and the organisations must rely on decreasing numbers of individuals for their needed innovations. Against this backdrop, the study report on relationships between innovation and workers' age, taking into consideration the effect of organisational leadership, autonomy, predictability, innovation climate, age of teammates, age discrimination, engagement, openness, and satisfaction with own performance.

Theoretical background. Innovation is here defined as idea development, support for co-workers' ideas, and participation in idea implementations (Jansson, 2000), operationalised accordingly, and briefly named innovative behaviour. A worker's leeway for innovative contributions depends on organisational, team level, and individual factors (Amabile et al., 2005; 2016; Blomberg et al., 2017; Rietzschel et al., 2016). Research has found positive (Amabile et al., 2005; Ng & Feldman, 2013), negative (e.g., Lehman, 1943; 1960) or no relationships (e.g., Fischer et al., 2019; Liu et al., 2016) between age and innovation. Methodological weaknesses exist (Frosch, 2011), most studies have been on workforce in one or a few companies, and few studies are conducted on representative samples of workforce populations. The present study expected workers' age to relate positively to innovative behaviour due to older workers' accumulated insight in their work processes and own organisation. Further, the study expected several factors perceived as being on organisational, team, and individual levels, as listed above, to predict innovative behaviour in organisations.

Design/Methodology. Data were collected in 2021 by questionnaires to a representative sample of Norwegian workers aged 20 – 74 years (N=1531). Innovation was measured by nine items (Janssens, 2000; Van der Vegt & Janssens, 2003). Three items measured idea development ($\alpha=.84$), support for co-workers' ideas ($\alpha=.89$), and participation in implementations of ideas ($\alpha=.88$), respectively. Leadership was measured by an LMX-scale (Glasø et al., 2015). QPS-Nordic ADW (Pakin et al., 2008) was used to measure Autonomy ($\alpha=.76$), Predictability ($\alpha=.80$), Openness ($\alpha=.81$), Satisfaction with own performance ($\alpha=.73$), and Work ability ($\alpha=.77$). Innovation climate was measured by The Organizational Climate Measure (OCM)" (Patterson et al., 2005), ($\alpha=.89$). Age discrimination was measured by NADS (Furunes & Mykletun, 2010), ($\alpha=.82$), Engagement by UWES-3 (Schaufeli et al., 2019), ($\alpha=.81$). Data were analysed by correlations and multiple hierarchical regression, entering age in the final step.

Results. Idea development, support for co-workers' ideas, and implementations of ideas were strongly correlated ($r=.68 - .81$). Workers' age was unrelated to these innovation behaviour variables but correlated to all predictor variables except LMX and Work ability. Idea development was predicted by Autonomy ($\beta=.18$), Predictability ($\beta=.07$), Innovation climate ($\beta=.15$), Age discrimination ($\beta=.08$), Engagement ($\beta=.10$), Openness ($\beta=.19$), Satisfaction with own performance ($\beta=.13$), and weekly working hours ($\beta=.07$). Support for co-workers' ideas was predicted by LMX ($\beta=.07$), (Autonomy ($\beta=.19$), Innovation climate ($\beta=.22$), Engagement ($\beta=.12$), and Openness ($\beta=.22$). Implementations of ideas was predicted by Autonomy

($\beta=.21$), Predictability ($\beta=.07$), Innovation climate ($\beta=.21$), Age discrimination ($\beta=.07$), Engagement ($\beta=.09$), Openness (.16), Satisfaction with own performance ($\beta=.08$), and weekly working hours ($\beta=.08$). The models accounted for 24 % of the Idea development variance, 34% of the Support for co-workers' ideas variance, and .31 % of the Support for co-workers' ideas variance.

Limitations. The findings rely on self-reports and the same method of measurement.

Conclusions. Workers' age is unrelated to innovative behaviour in the Norwegian working population. Instead, innovative behaviour is predicted by autonomy, predictability, positive leader-member interaction, and innovation climate as perceived contextual factors, and openness, satisfaction with own performance and engagement as individual factors. Organisations might profit from including workers of all ages in innovation processes.

Gebben & Fritzsche

More Than a Number: Investigating the heterogeneity among older workers

Most research assumes that the effects of age are the same across older workers. However, 'older workers' are not a homogeneous group, as there is a large amount of variability in older workers' experiences. In conjunction with the varied contextual factors that affect work-related decisions (e.g., income; caregiving responsibilities; health), it is unlikely that the policies and practices needed to support the physical and psychological well-being of some older workers will suffice for others. And, housekeepers and managers, for example, may both be older workers, yet have different experiences in income, benefits, work protections, physical requirements, and job security. It is therefore problematic to assume that a "one size fits all" approach to research on older workers will accurately observe, model, and predict their lived experiences. One's working conditions are likely a meaningful way to parse heterogeneity among older workers.

One solution is to leverage a person-centered analysis to capture the nuanced experiences of older workers. Indeed, prior qualitative research has unveiled different typologies of older workers (Flynn, 2010; Parry & Taylor, 2007), and more recent work has modeled different subgroups (Dingemans & Henkens, 2020; Gebben & Fritzsche, 2021). Gebben and Fritzsche (2021) found distinct profiles of older workers, characterized by different working conditions.

One profile was "Precarious" (i.e., high job insecurity, vulnerability to mistreatment, poor wages, and few workplace rights); one was "Unprecarious"; and the third and fourth profiles were moderately precarious, with one group being employed part-time ("Bridge Employees") and the other engaged in job search ("Job Seekers"). Workers in the "Precarious" group reported lower levels of well-being and were less likely to voice their opinions compared to the other groups, suggesting that precariously-employed older workers experience their work differently from other older workers, and experience different outcomes compared to their less precariously-employed peers.

The present study seeks to replicate and expand Gebben and Fritzsche's findings. We leverage the Psychology of Working theory (Duffy et al., 2016) and extant research on older workers to argue that financial status, career adaptability, work volition, job-related education, and work centrality are likely to predict differences between groups of older workers, and that these groups experience differences in

autonomy, relatedness, and survival need satisfaction, and well-being. Using latent profile analysis, we will test the model presented in Figure 1. Data are currently being analyzed, but we have data from 549 older working adults in the US (Age M=59.24, SD=5.85) from various industries, with the majority (73.8%) working full time, and in various perceived socioeconomic statuses. In addition to demographic variables, we are measuring work conditions: job insecurity (De Witte, 2000), vulnerability to mistreatment (Vives et al., 2015), and both job remuneration and work protections (Creed et al., 2020); perceived socioeconomic status (Adler et al., 2000); career adaptability (Savickas & Porfeli, 2012); work volition (Duffy et al., 2014); job-related education (Gobeski & Beehr, 2009); work centrality (Bal & Kooij, 2011); need satisfaction (Autin et al., 2019); and well-being (Van Katwyk et al., 2000). If accepted, results will be presented at the conference.

Figure 1. Conceptual model of the present study.

von Bonsdorff, Rönkkö, & Mansikkamäki

Unpacking the relationship between small-business owners' resources, business exit, and retirement

Business exit is sometimes a difficult decision for older entrepreneurs approaching their retirement age (Morris et al., 2020). Yet timely business exit and retirement from active professional career are important for one's life satisfaction and fulfilment (Shultz & Wang, 2011). In sharp contrast to this view is the notions put forward by some entrepreneurial researchers, who equal business exit as a consequence of retirement with death (Coad, 2014), 2014). In fact, Coad (2014) states in his paper on exit and death that "In the case of retirement liquidation, associating business exit with death is even more natural, because the entrepreneur's expected death – and gradual slowdown before death – drives their retirement decision" (p. 728). While in our opinion death is a rather harsh term to be associated with exit among business owners of any age, it certainly prompts us to think about the challenging situation of an ageing small-business owner who is nearing his or her retirement age. Therefore, we argue that it is crucial to continuously explore and unpack the process of aging, business departure, and retirement, using age-related psychological theories and thoroughly examining them in rigorous research settings.

In the current study, we explore the relationship between entrepreneur resources and life satisfaction, retirement and business exit and draw on the Job demands-resources (JD-R) model (Bakker & Demerouti, 2007), continuity theory (Atchley, 1999), and future time perspective (Carstens & Lang, 1996). Using empirical data from 198 Finnish small business owner-managers who intended to retire within two years from an entrepreneurial career, and employed at least one person in addition to themselves, we tested a set of hypotheses that aimed to clarify (1) how resources i.e. work ability are associated with retirement related business exit among aging small-business owners and (2) what is the role of general life satisfaction in the association between resources and business exit. We found a negative relationship between perceived work ability and company exit. Furthermore, we found that for those small business owners, who reported low or average satisfaction with life, the association between work ability and exit is stronger. Our findings highlight the importance and complexity of the entrepreneur's late career exit and retirement phase of the life course, as well as the role of work ability and general life satisfaction as a job-resource factor in aging small business owner's exit.

Michel, Fähnrich, Gösde, & Wöhrmann

Health Trajectories Upon Retirement: The Role of Working Time

Many employees leave the workforce early – often due to poor health. However, the transition to retirement has been found to reflect itself in individuals' health changes. In general, retirement is followed by health improvements. However, the actual trajectories might vary greatly from individual to individual. Working conditions before retirement may play an important role. Because employees' working time determines how long and when employees are exposed to other work demands, they might be of great importance. Therefore, by drawing on job demands-resources theory, we argue that with an increasing amount of weekly working hours, older employees are longer exposed to stressful job conditions which comes along with a health impairments. However, we assume that this health deterioration in the employment phase will reflect itself in a greater health improvement after retiring. We further argue that work time control as a job resource compensates for stress during the employment phase so that employees with high job control transition to retirement with a better initial health state than those employees with low work time control.

We used longitudinal data from a representative panel survey conducted in Germany in 2015, 2017, 2019, and 2021. The subsample included 874 employees who transitioned to retirement between any two survey waves. We used a multilevel modeling approach with timepoints of data collection nested in individuals. Weekly working hours were assessed with a single question, work time control with a four item scale, and health complaints were operationalized by an index comprised of 11 health complaints. We also controlled for sex, age, education, work intensity, and physical demands.

The results indeed indicated that employees with longer weekly working hours had greater decreases in health complaints from the employment to the retirement phase, i.e. their health status benefitted from retiring. However, we found no evidence of a buffering effect of work time control. However, lower work time control before retirement was related to a stronger improvement in health complaints.

Although the study is based on a large representative sample of older workers and the statistical methods used, it is not without limitations. One limitation is that we were unable to provide more than one measurement occasion in retirement. Thus, results can only give information on how employees embarked on retirement, not how their health status developed within the retirement life phase.

With our study we show using a sample of a representative panel survey conducted in Germany that employees with high working time demands and low work time control experience beneficial health effects when retiring. Our findings underline that working time is pivotal for employees' health not only during the work life, but also when retiring. Organizations should try to implement possibilities to organize working time according to older employees' needs, to reduce long weekly working hours in later working life and promote work time control as an relevant resource.

Richter-Trummer

A potential-oriented perspective on aging across the working lifespan - A critical review and empirical analyses of age-related human capital factors on behavioral and attitudinal outcomes

Conference sponsors:

47

Given decreasing birth rates and increasing rates of life expectancy, the workforce is rapidly aging – resulting in a more age-diverse labor market. Despite the well-established knowledge base on the aging workforce, research about industrial, work, and organizational psychology has not fully addressed age-related constructs or issues of new work regarding age. Going beyond cross-sectional designs is timely, since longitudinal research designs represent changes over time more adequately. To enhance predictions for a rapidly aging workforce, my research focuses on the influence of the potentials of actively aging individuals on frequently cited attitudes and behaviors over the working lifespan. Furthermore, this thesis addresses three research questions that consist of

- highlighting the inconsistencies of chronological age and examining a more differentiated view (GATE framework) over time to reduce older IT-employees' turnover intention,
- clarifying the age-entrepreneurship link and transferring the GATE framework to the field of older entrepreneurship, and
- examining the influence of human capital factors on entering a) paid and b) self-employed post-retirement work over the working lifespan.

Our research results suggest that 1) a more differentiated view of age is partially effective in reducing the probability of turnover intention among IT-employees over time, 2) the age-entrepreneurship link can be clarified by focusing on the inconsistencies of chronological age (resulting in four new types of older entrepreneurs), and 3) the dimensions of human capital partly contribute to engaging in post-retirement work. In terms of future research, the research results presented here have implications regarding the temporality of aging, entrepreneurial generational identity, calling to work that is related to people's core values and residuals about post-retirement work. Moreover, qualitative follow-up research addressing the reasons for turnover intention and work activities retirees perceive as morally, socially, and personally significant seem particularly promising.

Thu. Nov. 16th, 15:30-16:30 | Gallery Walk #2 : HR practices for an age-diverse workforce

Alterman

Understanding attributions of age-related HR practices to better predict employee reactions and behaviors

Research has shown that employee perceptions of HR practices matter. Organizations that offer practices such as training may benefit from employee perceptions of fairness explained by phenomena such as the norm of reciprocity, and increased performance based on a resource perspective. Nevertheless, when HR practices are targeted to and only offered to a subgroup of employees, such as older workers, it is conceivable that negative emotions (e.g., envy) may arise between such groups of employees. Herein lays the role of attributions – if the stakeholders within organizations specified to their employees why they offer certain HR practices, employee reactions to them may be better contained. Unfortunately, organizations do not offer prescriptions when it comes to justifying HR practices, and the reasonings are

left up to each employee to decipher. Thus, we turn to employee attributions in order to better understand the effect of age-related HR practices on employee reactions. Specifically with organizations' efforts to accommodate a subgroup of employee (i.e., older workers), we consider how older workers attributions of such age-related HR practices influence the cognitive and affective mechanisms by which these age-related HR practices influence retention-related outcomes. Relying on theory and research on motive attribution, we develop a model to begin to understand how older workers perceive HR bundles, and specifically their organizations' reasoning behind the choice to offer them. Using data from 416 German older employees, first we aim to understand employee attributions of HR bundles, including accommodation, maintenance, utilization, and development. We establish whether, from the employees' perspective, each of the four is perceived as aiming to promote their (a) well-being or (b) performance, or both since it is possible that one HR practice may be fulfilling more than one goal. Second, we use attributions of age-related HR practices as context to inform us of when these HR practices may lead to positive versus negative feelings at work, such as work engagement and perceived ostracism. These in turn are used to predict retention-related outcomes.

Piszczek & Dwertmann

Work-to-family conflict across the lifespan: Relationships with psychological well-being and turnover intentions

Given the extent of workforce aging across the globe, the proportion of older workers in many countries will increase (Truxillo & Fraccaroli, 2013). As older workers make up a larger part of labor markets, and younger workers become rarer, retaining older workers will be increasingly important for organizations (Kulik, Ryan, Harper, & George, 2014). To improve worker retention, researchers highlight differences in the needs and preferences of older relative to younger workers. Various lifespan psychology theories explain physical, psychological, and socioemotional changes associated with aging that cause these needs and preferences to shift across lives (e.g., Baltes & Baltes, 1990).

One such change is the motivation to work. Previous research suggests that as workers age, their motivations become less oriented toward career development and more toward maintaining social ties. This motivational lens has been applied to work-to-family conflict, which occurs when work role demands make family role demands more difficult to meet (Greenhaus & Beutell, 1985). In a conceptual paper, Thrasher and colleagues (2016) argue that changes in motivation associated with aging will lead older workers to focus more on family domain satisfaction, lower work centrality, and a desire to fulfill emotional goals. However, the relationship between aging, work-to-family conflict, and important work-domain outcomes like intentions to quit remain empirically underexamined (Piszczek & Berg, 2014).

In the present paper, we examine the importance of work-to-family conflict in predicting turnover intentions across working lives using the Linked Personnel Panel (LPP)—a large employer-employee linked panel dataset from the German federal government. Our sample provides a pooled cross-section of 19,358 person-year observations in 1,586 establishments from five waves of data collection spanning the years 2012 through 2021, which allows us to estimate the relationships of interest at each year of age.

Results using mixed effects regression with random slopes for person and establishment and controlling for worker health and work physicality show that the negative relationship between work-to-family conflict

and turnover intentions weakens over the lifespan—at similar levels of perceived work-to-family conflict, an older worker is less likely to intend to quit than a younger worker. These patterns suggest that, on average, older individuals will experience worse psychological well-being yet lower turnover intentions as they age from the same levels of work-to-family conflict. We also find that psychological well-being becomes a weaker predictor of turnover intentions with age.

Our findings provide important insight into the motivations of older workers. Specifically, our study answers the call for empirical research to unpack the relationship between work-to-family conflict and retention across the lifespan, finding mixed support for age and motivation theory. Though older workers experience stronger detriments to psychological well-being from work-to-family conflict relative to younger workers, they also experience lower turnover intentions.

Wöhrmann, Brauner, & Michel

Working Time Arrangements: Reality, Preferences, and Older Employees' Work Ability Expectations

In the light of aging and shrinking workforces as well as rising retirement ages maintaining older employees' work ability becomes increasingly important. Work ability is determined by an interplay of personal characteristics and occupational environment. When the environmental supplies fulfill the person's needs, person-environment "fit" and work ability can be maintained. When employees are getting older, they often experience changes in their abilities and needs, which can result in experienced or anticipated person-environment misfit. Core aspects of the work environment are working time arrangements. They determine the times available for sleep and recovery. Therefore, working time arrangements are important for employees' health and in turn their work ability. In the current study, we investigate the role of the fit of actual and preferred working time arrangements for older employees' expected work ability. More specifically, based on assumptions of person-environment fit theory and the model of successful aging we hypothesized that expected work ability of older workers is lower when supplies fall short of the preferences than when preferences exceed supplies. We address three characteristics of working time arrangements: weekly working hours, flextime, and work-nonwork segmentation.

We used the subsample of 4322 older employees (aged 50-65 years) who took part in the BauA working time survey 2017, a representative survey of large parts of the German working population. Data were collected via a computer assisted telephone survey from employees across all branches, occupations, and educational level. We assessed work ability expectation, preferred weekly working hours, actual weekly working hours, flextime preference, and flextime supply with one item each. Work-nonwork segmentation preferences and supplies were measured with three item scales. We used response surface analyses based on a polynomial regression model. This allows the examination of the hypothesized relationships in a three-dimensional space. For each of the three considered aspects of the working time arrangements we conducted a separate analysis.

The interpretation of the surface values of the lines of incongruence, that reflect the relationship between preferences-supplies-incongruence and work ability expectations, resulted in the confirmation of the hypotheses. Work ability expectations were lower when actual weekly working hours exceeded preferred

weekly working hours, when flextime supply fell short of flextime preference, and when work-nonwork segmentation possibility fell short of work-nonwork segmentation preference.

By investigating the role of person-environment fit with regard to working time arrangements for expected work ability, our study adds to the understanding of the importance of the interplay of the work environment and individual factors for work ability and retirement age. Although the study has several strengths such as the large representative sample of older workers and the statistical methods used, it is not without limitations such that the analyses are based on single-source self-report cross-sectional data. The study results indicate that it is advisable to provide older employees possibilities to adjust their working time arrangements to their needs – for example the opportunity to reduce working hours, to flexibly decide over their daily working hours, and to separate work from private life.

Sousa & Amado

“I am not too old for training”: A qualitative study on the factors that encourage older workers’ participation in training

The changing world of work imposes frequent changes to all individuals and requires workers to develop the tools to overcome the new challenges. Considering the high percentage of older individuals in the workforce (United Nations, 2019), it is crucial for organizations’ success to promote older workers’ opportunities to acquire new knowledge and update their professional skills through training (Beier et al., 2012). Organizations are thus called to adapt training to the specific needs of older workers so that they benefit from and return such investment (Callahan et al., 2003; Konings & Vanormelingen, 2015). The purpose of this study was to identify positive and negative characteristics in the design and implementation of training for older workers in order to encourage their effective participation in training.

Previous research shows the positive effects of training on the performance of individuals and teams, such as increasing levels of self-efficacy, higher performance expectations, and better results (Aguinis & Kraiger, 2009). In a context of an aging workforce, appropriate learning and didactic strategies need to be implemented to encourage older workers participation (Ilmarinen, 2012). Although some investigation has been conducted (e.g., Liu et al., 2011), it is crucial to delve deeper into the topic, considering the recent changes that have taken place in the labor market, particularly those brought by the COVID-19 pandemic, and the heterogeneity of this age group.

Twenty semi-structured individual interviews were conducted with participants aged between 50 and 66 years. Interviews were conducted between February and June 2022, both online and in-person. Data were subjected to content analysis, with categories defined a priori and a posteriori.

Findings suggest the importance of deconstructing the narrative that older workers do not desire to participate in training due to their accumulated work experience and diverse knowledge. In fact, as there is a strong need for continuously acquiring and updating skills and knowledge, training is perceived as an important tool for motivating older workers and increase their sense of self-efficacy. However, the design of training should answer to the specific needs and preferences of this age group. The most important characteristic for participants was the applicability of training, i.e., the opportunity to use tools and knowledge acquired in training to perform their job. Theoretical and practical training, and the relevance

of the topic were also frequently mentioned by participants as aspects that motivate their participation in training. The training schedule, which usually takes place after working hours, was the most mentioned negative characteristic of the training offered to participants. The second most mentioned negative aspect was the mandatory training. Organizations need to introduce flexibility in their training plans to allow individuals to decide on the location, time, modality, and topic of training (e.g., e-learning courses). Also, on-the-job training can be an attractive tool for transferring knowledge at work.

Due to its exploratory qualitative nature, this study presents a small sample. Also, given the geographic distance between the researcher and some participants, some interviews had to be carried out online, while others were conducted in person.

Fasbender, Froidevaux, & Klehe

Signaling Security: When and How Age-inclusive HR-Practices Help Organizations to Lower Employees' Retirement Intentions

Changes in legislation like the United Kingdom (UK)'s abolishment of mandatory retirement in 2011—making it unlawful for organizations to set a contractual retirement age for their employees unless objectively justified for a reason other than age—weaken organizations' direct control over their employees' retirement decisions. Thus, the responsibility to decide upon one's retirement is that of employees (Fasbender et al., 2019; Handley & den Outer, 2021), who may be looking for signals from their organization about its interest in their continued employment. To decide about retirement, older employees weigh information from their work environment, including age-inclusive HR-practices.

Using signaling theory, we explain why perceptions of the work environment affect employees' retirement intentions. Age-inclusive HR-practices may signal to older employees that their jobs are not at risk and thus reduce their perceived quantitative and qualitative job insecurity. Job insecurity, conversely, strengthens employees' retirement intentions. Building on socio-emotional selectivity theory, we further propose that employees' age indirectly moderates the relation between quantitative and qualitative job insecurity and retirement intentions via their future time perspective. Comparatively older employees likely experience a more limited future time perspective, which may cause them to react more strongly to quantitative and qualitative job insecurity.

We collected three-wave data from 758 older employees from the U.K. When testing our research model with structural equation modeling, we controlled for age-specific HR-practices to demonstrate the unique effect of age-inclusive HR-practices on employees' retirement decision-making. Findings showed that age-inclusive HR-practices (beyond age-specific HR-practices) were indirectly linked to employees' retirement intentions via qualitative—but not quantitative—job insecurity. Importantly, employees' age via future time perspective moderated these indirect relations for qualitative job insecurity, such that the relations were more pronounced with increasing age via a more limited future time perspective.

Our findings contribute to the literatures on signaling theory, retirement, and job insecurity, as well as on the lifespan perspective on career development, by showing how older employees interpret age-inclusive HR-practices as a signal of their employment and its desirable working conditions being (in)secure. These results also suggest overall heterogeneity among older employees and an age-related increase in

responsiveness to the adverse experience of job insecurity via intentions to exit the workforce for good. Finally, at the practical level, our study suggests that given the signaling power of age-inclusive HR-practices, organizations may actively employ such opportunities as part of their communication strategy with employees, highlighting their commitment to long-term working relationships that justifies their investment into employees' development.

Keywords: signaling theory; future time perspective; retirement intentions; age-inclusive HR-practices; age; job insecurity

Aksoy & Marcus

The Formation of HR Attributions: A Process Model of Employee Age, the Management Context, and Burnout

The field of strategic HRM has been marked by growing interest in the HRM process model (Nishii & Wright, 2008), which focuses on variation in intended, implemented, or perceived HR practices. This model explains individual employees' idiosyncratic perceptions of and reactions to their organizations' management practices (Wang et al., 2020). HR attributions are essential to this model, signifying employee perceptions involving purposes behind their organizations' adoption of HR practices (Nishii et al., 2008). Yet, despite progress in explaining the impact of HR attributions on employees' work attitudes and behaviors (Sanders et al., 2021), understanding how these attributions arise is lacking (Van Beurden et al., 2021). Accordingly, we add new knowledge on HR process by advancing age as an essential cognitively-laden and socio-emotional explanatory factor underlying the formation of employees' causal HR attributions.

Further, we integrate theory on HR attributions (Nishii et al., 2008) and successful aging at work (Kooij et al., 2020) by explaining how work context regulates HR attributions across different employee age groups. Older employees have unique needs and motives regarding situational work demands, suggesting that person-environment fit and its impact on employees' wellbeing are age-dependent (Scheibe & Zacher, 2013). Research on lifespan theory suggests that age-related differences are driven by two fundamental changes to work-related motives: the desires to achieve increased gains and preserve (or avoid losing) their current positive state (Kooij et al., 2011). As people age, personal and professional goals shift from development or growth to maintenance (Kooij et al., 2020). Accordingly, we expect that development-oriented contexts—focused on enhancement, growth, and personal accomplishment—are better suited to younger adults who are more likely to prioritize personal development, whereas maintenance-oriented contexts—focused on preserving the status quo in personal development and ways of functioning—are better suited to older adults who are more likely to prioritize resource conservation (Kooij et al., 2013). Hence, we propose that management context regulates associations between age and HR attributions – more positive HR-attributions expected when age and context are matched. Figure 1 depicts the hypothesized study model.

Respondents included 1,750 blue-collar workers from 174 organizational units situated within four manufacturing facilities, and the headquarters, of a large energy firm in Turkey. Multi-level survey data were collected longitudinally, with attributions and contextual variables measured at time 1 and burnout

measured at time 2. Employee demographics were provided by firm management. The sample was 80% male and mean respondent age was 36.18 (SD = 7.87).

A multi-level SEM analysis following the intercept- and slopes-as-outcomes model (Raudenbush & Bryk, 2002) was conducted. Results are displayed in Table 1. As expected, age was negatively associated with burnout and positively associated with HR well-being attributions; the relation between age and burnout was partially mediated by HR attributions. HR practices and active/passive leadership moderated the first stage of the mediation path (age-attributions). Growth-oriented corporate strategy and safety training moderated both the first-stage and direct relation between age and burnout. Figures 2-5 depict these interactions. Implications of these findings for work and aging science will be discussed.

Axelrad, Eckstein & Laron

Economic Benefits of Employing Older Workers

This research utilizes data collected by the Israel Central Bureau of Statistics, as well as international data, to examine the economic implications of employing older workers in Israel, and the consequences of (lack of) employment on the healthy aging of the population, both for individuals and for the economy as a whole. A review of international research shows that different employment statuses (employment, unemployment, retirement) affect the individual as well as the wider economy. Employing older workers not only addresses the demand for workers which exists in the private sector; extending older workers' employment years also produces a range of macroeconomic and social advantages. Thus, extended working years and continued pension savings benefit the economy, since people in employment are not dependent on allowances (old age benefits / unemployment / income support / pension payments), and may even continue to pay taxes. Continuing employment also expands the tax base and increases government income. Employment of older workers may also be necessary for employers. Older workers are often in high demand due to the knowledge, the skills, and the expertise they have acquired in their occupation, which make them highly sought after. Extension of working years enhances the productivity of economic organizations due to better utilization, for longer duration, of the skills and capabilities of older workers.

In order to assess the economic value of employing older workers, we analyzed outcomes such as an increase in GDP, a decrease in healthcare costs, a rise in pension savings, and reduced transfer payments.

Calculation of the increase in GDP shows that, based on a minimum hourly wage of NIS 30, an increase of 1% in the number of full-time employees across all age groups (45 to 75+) will lead to a GDP increase of around NIS 750 million per year. A further, more detailed analysis, which employs an econometric model indicates an increase of around NIS 2 billion per year. From the perspective of the economy as a whole, costs of old-age benefits are expected to decrease as working years are extended. According to our estimate, an increase of 1% in the number of employees in the relevant ages means a reduction of around NIS 75 million in old-age benefit payments.

On the household level, postponing retirement and extending working years result in increased pension savings, thereby providing a financial benefit to households. For every year retirement is postponed, pension payment would rise by more than 6%.

Further analyses gauged the impact of changing taxation incentives on the labor supply of older workers and their economic contribution. Considering this effect, our first and foremost recommendation is to reduce the tax on work at older ages, in order to make retirement less financially attractive than it is today, making it more worthwhile to remain in the labor market for those who choose to do so.

Fri. Nov. 17th, 10:30-11:30 | Gallery Walk #3: Age diversity, age norms, and contact

Tilston, Froidevaux, & Krings

Boundaryless or normative careers? Perceived age norms for men and women's career transitions

Despite the popular idea that careers today are boundaryless (Arthur & Rousseau, 1996) or protean (Hall & Moss, 1998), do age norms still exist in the professional context? If so, how do people use these age norms to judge others? Basing our approach on Lawrence's (1988) seminal work and more recent theories on "lifecoursing" (Rosenfeld et al., 2016), we aim to shed light on contemporary attitudes towards so-called career timetables regarding transitions across the working life, with a specific focus on gender. Specifically, we investigate normative ideas about the timing of a typical individual's movement through career stages (such as entry into the labor market, management positions, career shifts, and retirement).

While there is some existing knowledge about the typical ages associated with exiting the labor market (Tunney & Oude Mulders, 2022), little is known about age norms associated with early- or mid-career transitions. We expect to find that career transitions over the lifespan are associated with typical ages. Moreover, we expect that age norms may differ based on gender. Research suggests age norms around retirement are stricter for men than for women (Fisher et al., 2016; Morelock et al., 2017). However, whether this is also true of other career transitions that occur earlier on in life is unknown. Additionally, other research suggests age-job mismatches (e.g., being perceived as "too old" for your job position) may have worse downstream consequences for women than for men (Reeves et al., 2021). To investigate this, we contrast age norms for men and women versus gender-neutral norms, to explore the alternative that either men's lives may be more strictly associated with normative deadlines than women's are (Settersten & Hagestad, 1996), or that gender norms may have become more flexible in present-day society.

We conducted an online survey with 600 U.S. participants to shed light on this question. In the first part of the survey respondents were asked to indicate what they think is the typical age range for a series of career transitions, following the procedure used by Lawrence (1998). These transitions range from completing education and starting the first job that allows someone to be financially independent to retiring fully from paid work. Participants were randomly assigned to one out of three conditions, with 200 participants each, age range 18- 70+, they either answered questions on age-related norms for "people" (gender-neutral condition), for men in general, or women in general. At the end of the survey, respondents

were asked general demographic questions about themselves. We completed two pre-tests. The poster will present the findings of the main data collection that is currently running.

Koçak, Derous, & Schellaert

Job Ads Through the Eyes of Younger Applicants: An Eye-Tracking Experiment on Negative Metastereotypes

Background. Research shows that people of specific age groups might experience obstacles in the labor market. Not only older-aged people ($\geq 50y$), but also younger-aged people ($\leq 30y$) have lower job chances than prime-aged people (Farber et al., 2019). While most studies focus on older-aged applicants in selection procedures (e.g., Zaniboni et al., 2019), the present study focused on younger-aged applicants during recruitment procedures. Building on social identity theory (Turner et al., 1994) and theories on cognitive processing (e.g., Kaiser et al., 2006; Kanar et al., 2010), we investigated younger applicants' attraction toward age-stereotyped information in job ads, as well as underlying mechanisms.

Hypotheses. Younger applicants might be aware of the age-stereotypes others hold about them (age-metastereotypes; Finkelstein et al., 2013; Vorauer et al., 1998), which might affect recruitment-related attitudes (Koçak et al., 2022; Wille & Derous, 2018). Negatively metastereotyped traits in job ads, such as "punctuality", might threaten younger applicants' social identity. Hence, younger applicants' job attraction might be lower for job ads with negative metastereotypes (H1). Moreover, younger applicants are expected to allocate more attention toward (Kaiser et al., 2006; H2) and better recall (Kanar et al., 2010; H3) negative metastereotypes in job ads. Finally and based on working memory theory (Baddeley & Hitch, 1974), we expect a serial mediation model such that negatively metastereotyped traits in job ads receive more attention, which, in turn, increases recall (H4a) and hence lowers younger applicants' job attraction (H4b) compared to job ads without negative metastereotypes.

Method. A two-condition within-subjects eye-tracking experiment investigated effects of traits (negatively metastereotyped/not) on job attraction, visual attention (dwell time; Skinner et al., 2018) and recall (recalled traits count) among younger applicants ($N=49$; $\text{Mage}=23.67y$, $\text{SDage}=2.49$, $100\% < 30y$; 67.3% women). Negative age-metastereotypes were selected/tested based on a literature review (Finkelstein et al., 2013) and pilot studies.

Results. A serial mediation analysis through path analysis (MEMORE macro V2.1; Montoya & Hayes, 2017) showed that younger applicants were less attracted to job ads with traits they hold negative metastereotypes about (H1 supported). Next, younger applicants allocated more attention to negatively metastereotyped traits in job ads (H2 supported). Contrary to H3, younger applicants better recalled the not negatively metastereotyped traits in job ads (H3 unsupported). Finally, the indirect effect of negatively metastereotyped trait on recall through attention was not significant, and neither was the indirect effect of trait on job attraction through recall, or the total indirect effect through attention and recall (serial mediation model and H4a/H4b unsupported).

Conclusion. This experiment showed that subtle, but negative cues in job advertisements might have an attention-grabbing effect and discourage younger applicants to apply, i.e., self-select out. Younger applicants were less attracted to and paid more attention to negative metastereotypes in job ads, yet they

did not better recall these metastereotyped traits. Organizations must carefully consider how to construct job ads and avoid negative metastereotypes for which younger applicants have a vigilance. Scholars might further investigate the exact role of working memory in the cognitive processing of (negative information in) job advertisements.

Carls & Boehm

No such thing as free lunch – the hidden costs of low LMX differentiation in age-diverse teams

The aging workforce in developed nations and the entry of young individuals into the job market have contributed to the growing prominence of age diversity (Nagarajan et al., 2019; OECD, 2022). Inclusive leadership practices have emerged as a means for leaders to establish high-quality relationships with all team members, irrespective of their demographic characteristics. To prevent negative work outcomes associated with high leader-member exchange (LMX) differentiation (Martin et al., 2018), leaders strive to maintain a consistent level of LMX quality across their team members. Although the positive effects of low LMX differentiation within teams are recognized, limited attention has been given to the challenges of sustaining low LMX differentiation in the context of age-diverse teams. Drawing upon Conservation of Resources (COR) theory (Hobfoll, 1989), we propose that maintaining low LMX differentiation can strain leaders' resources when coordinating age-diverse teams. Leaders may experience strain when they are required to maintain relationships with subordinates who differ from them, while simultaneously upholding the same quality of relationships with similar subordinates. Allocating resources to a similar in-group and a dissimilar out-group may help leaders conserve their resources by focusing on the subgroup that shares similarities with them. Consequently, maintaining a consistent level of LMX quality, irrespective of demographic similarity, may pose a challenge for leaders of age-diverse teams, potentially leading to emotional exhaustion. We examined this relationship through a moderation hypothesis, using a sample of 1432 subordinates nested within 109 teams, each with its own supervisor. The results demonstrate a significant moderation effect of LMX differentiation on the association between age diversity and leaders' emotional exhaustion. In teams characterized by low LMX differentiation, age diversity is positively related to leaders' emotional exhaustion. Conversely, in teams with high LMX differentiation, age diversity is negatively associated with emotional exhaustion. Our study fills a significant gap in the literature by shedding light on the impact of age diversity on leaders' mental well-being.

Pfrombeck & Galinsky

Don't Tell Me What to Do: Why Employees are Less Receptive to Feedback from Younger Female Leaders

Female and younger managers face many difficulties in navigating organizational life. Prior research has found that both female leaders and those who are younger than their subordinates are less respected, liked, and accepted compared to men and older managers. These findings suggest that younger female leaders may experience the most adverse reactions when delivering feedback, i.e., a double backlash. The present research investigates the intersection of leader gender and relative age (i.e., the age difference between a leader and subordinates) on feedback receptivity. We focus on feedback because it is a highly evaluative process that can often be a source of conflict between supervisors and subordinates.

By integrating status and intersectional perspectives, we propose that the feedback provided by younger female managers will be the least accepted by employees due to lower ascribed social status. We further propose that this experience of being in a powerful position but with lower status leads to a vicious cycle that negatively affects the quality of the relationship between managers and their employees. A time-lagged study with 347 employees in subordinate roles and a cross-sectional study with 229 employees in leadership roles supported our predictions. We found that relative leader age and gender interacted to negatively predict employees' feedback receptivity. While age differences between leader and subordinate did not play a role for male managers, it significantly impacted feedback receptivity for female managers. Overall, the feedback from relatively younger female managers was the least accepted, whereas relatively older female managers received similar reactions as male managers. These findings help broaden our understanding of the obstacles that younger female managers face in organizations: providing feedback can ruffle feathers because their power carries less ascribed status. We hope these insights inspire future research to develop trainings and interventions to help younger female leaders smooth these ruffled feathers and achieve the same reactions as older female leaders and their younger male peers.

Fousiani, Scheibe, & Walter

With age comes wisdom? Leader age and conflict management with followers

Introduction: Conflicts between leaders and followers are prevalent, and leaders spend a significant amount of time dealing with them. If not managed effectively, these conflicts can negatively impact both followers and organizations. Although leaders play a critical role in managing these conflicts due to their power, little is known about which leader characteristics facilitate constructive conflict management. Here, we integrate research on leadership, conflict management, and aging to investigate how leaders constructively manage conflicts with followers. Specifically, we explore the role of leader age in conflict management, given that age is associated with increased positive affect (PA) and decreased negative affect (NA), which predict the use of constructive and destructive conflict management strategies, respectively. Accordingly, we propose that leader age predicts more constructive leader-follower conflict management through leaders' experience of more PA and less NA. However, the role of leaders' affect on constructive conflict management may depend on moderating factors, such as the degree to which leaders are motivated to use their power to lead in ways that benefit followers.

Method: We conducted two studies to test our hypotheses. In Study 1, we recruited 412 organizational leaders from the UK and the US ($M_{age} = 40.31$, $SD = 10.16$) and measured leaders' age and affect at Time 1 (T1). Moreover, at T1 we also assessed leader power construal as responsibility vs. opportunity and leader generativity as indicators of how leaders use their power. At Time 2 (four weeks later), we measured leaders' use of problem-solving and forcing as constructive and destructive conflict management strategies, respectively. In Study 2, we surveyed 44 leaders ($M_{age} = 50.2$, range from 26-68 years) and their followers ($M = 2.73$ per leader, range from 1 to 8) from the Netherlands, Germany, and a few other countries to replicate the results of Study 1.

Results: Study 1 provided support for our hypotheses and showed that leader age has a positive relationship with PA and a negative relationship with NA. Moreover, both PA and NA interacted with power construal as responsibility in the prediction of problem-solving, indicating that the positive relationship

between such affect and problem-solving is stronger when power is construed as responsibility. Moreover, the moderated mediation effect of leader age on problem-solving through PA was positive at high levels of power-as-responsibility. However, the moderated mediation effect through NA was not significant. Study 2 largely replicated the results of Study 1 with a main difference being that PA and NA interacted with leader generativity rather than with power as responsibility in the prediction of conflict management strategies.

Discussion – Implications: Our study provides evidence for the benefit of being an older leader in the effective resolution of leader-follower conflicts and offers a more comprehensive picture of when and why leaders can effectively resolve conflict with followers. Practically speaking, results provide clues on when older individuals are best suited for leadership positions.

De Meulenaere, De Vos, & Kunze

Does age affect techno-insecurity and digital learning orientation? The role of age diversity and inclusive leaders

Two ongoing trends are transforming our workplaces. First, the digitalization trend changes how employees work by intruding new technologies into work processes and interactions. This can trigger techno-insecurity or the fear of losing one's job to technology or to other firm members who are more tech savvy, which has been associated with a list of harmful health- and work-related outcomes such as exhaustion, burnout, and lower job satisfaction and performance. Second, the aging population increases the share of older workers and workplace age diversity. The co-occurrence of these trends raises the question of how age relates to techno-insecurity. Research suggests that younger employees feel more comfortable with technology at work than older employees, because they have superior technological knowledge and skills. Older employees who are considered 'digital immigrants' and have lower cognitive capacity to adapt to new, digital ways of working, are expected to feel more insecure about the intrusion of technology at work. Though such 'digital age divide' (Prensky, 2001) has been claimed for more than two decades, research on techno-insecurity as an important element of the age divide is scarce. In this study, we integrate the literatures on aging and employees' attitudes toward technology at work, with techno-insecurity as focal concept. First, building on the dual pathway model of age and technology acceptance, we hypothesize that age is positively associated with techno-insecurity. Second, we posit that employees' work environment influences this relationship. Building on age diversity (Bal & and digitalization research, we put forward employees' perceived workplace age diversity and age-inclusive leadership as crucial reinforcing moderators. Third, whereas previous research has mainly focused on the negative health- and work-related outcomes of techno-insecurity, we want to add a more optimistic perspective on the concept and argue that techno-insecurity might also hold opportunities for the aging workforce. Building on the basic tenet of conservation of resources (COR) theory that people are motivated to protect their current resources and acquire new resources, we propose that the fear of losing one's job to technology might stimulate employees' digital learning orientation— i.e., the extent to which employees are concerned for, and dedicated to, developing their digital competency.

Methodology. We perform two complementary studies to examine our hypotheses. First, a two-wave database of 266 employees collected in a large HR agency confirms Hypotheses 1, 2a, and 2b. Second,

in July 2023, we will collect online panel data in four waves via Prolific (N = 500). This will allow for a refined test of all proposed relationships, including Hypothesis 3.

Contribution. Our research contributes in at least three ways: (1) by integrating the literature on workplace aging and digitalization, two topical workplace trends that shape the future of work; (2) by examining the role of the age-related work environment; (3) and by framing age-driven techno-insecurity as a potential resource of the aging workforce rather than a risk factor.

Drury & Fasbender

Restoring Intergenerational Harmony: Can Quality Contact between Older and Younger Employees Reduce Workplace Conflict?

Intergenerational conflict between age-diverse co-workers can negatively impact organizations. We examine how and when workplace conflict can be mitigated by quality contact between age-diverse co-workers. Utilizing intergroup contact and social categorization theories, we hypothesized that quality contact between older and younger employees decreases workplace conflict (i.e., task and relationship conflict) through reduced perceived age discrimination (PAD), above and beyond trust. We applied structural equation modelling using a sample of 567 older and younger British employees to test our hypotheses. In line with our predictions, we found that good quality contact between older and younger employees reduced employees' PAD, which in turn reduced task conflict and relationship conflict (above and beyond trust). The indirect effects of intergroup contact on workplace conflict via PAD were further enhanced when age-diverse co-workers were highly interdependent in conducting their work tasks. Our findings suggest that organizations should create practices to improve age-diverse contact in the workplace.

Keywords: Intergroup contact, age diversity, age discrimination, task conflict, relationship conflict

ABSTRACTS NOT PRESENTED

Laribi, Kuyken, & Schropp

Analyzing media representation of generations during technological evolution in organizations

The main objective of this study is to provide a more comprehensive understanding of how generations are represented in the press in the context of two digital transformations: the Third Industrial Revolution, characterized by the introduction of IT in organizations (1975-2000), followed by the Fourth Industrial Revolution, characterized by the integration of new technologies (2001-present). It is important to note that there is no consensus on the definition and the specific years marking these digital shifts, and the use of these terms can be seen as an attempt to follow a media trend rather than reflecting real transformations. However, by observing technological developments, it is possible to establish a temporal reference for these industrial revolutions. For the generations literature, studying these two periods is interesting as they have been marked by significant changes in technologies and modes of communication which may influence the attitudes, behavior and values of different generations. The originality of this study

Conference sponsors:

lies in its innovative methodology: the combination of a thematic content analysis and a critical discourse analysis. Media analysis is relevant for exploring the concept of generations as it is often cited without in-depth expertise of the underlying theoretical foundations, but yet has an important impact on how generations are portrayed. In addition, several studies highlight the risk of generalization and misrepresentation of generations (e.g., Rudolph et al., 2020). Therefore, a rigorous analysis of the media helps to understand how generations are discussed, constructed, and represented, thus contributing to a critical and informed perspective on this concept.

For this purpose, we carried out three analytical steps: selection of relevant papers, content analysis and a discussion of the results. First, we used the Eureka database to select press articles in the English and French languages which were considered relevant for the topic at hand and representative of the discourse produced in the media. In general, four filtering steps were applied (see Appendix 1), and out of the 1692 articles initially read, we retained 213 articles that met the search criteria. NVivo was then used to conduct a quantitative and qualitative analysis of the selected articles. First, a thematic content analysis was conducted to examine the evolution of the media coverage of generational themes over the two defined time periods and to analyze the differences between English and French media. Second, we used critical discourse analysis to understand how the dominant perceptions associated with different generations have evolved and to identify key moments when these perceptions have changed. Finally, the impact of intergenerational stereotypes propagated in the media was also discussed, drawing on a review of critical literature on generations that addresses the risks of generalization and misrepresentation.

As a result of this analysis, we found that generational themes in both digital transformations experienced an increase in media coverage over time. During the first period, the media focused on intergenerational challenges in the workplace and specifically labor market issues, such as skill mismatches and youth unemployment, while they rather covered themes of generational differences and skill diversity during the second period. Our critical discourse analysis shows that the media tend to generalize and stigmatize different generations, especially the younger and older ones. For example, the media tends to present young people as individuals open to transformations, flexible, and talented, but sometimes also as addicted to social networks. In contrast, seniors are often portrayed as experts in their respective fields but resistant to change. In the first period, the terms "young" and "older" were used, whereas in the second period, the terms Generation X, Y and Z were more common. These generational labels have been subject to criticism in the literature (Costanza et al., 2012; Kuyken, 2012; Rudolph et al., 2018), questioning their validity and potential for excessive simplification. Existing work sheds light on the limitations and risks of relying solely on generational categorizations, emphasizing the need for a more critical and nuanced understanding of intergenerational dynamics. Furthermore, the analysis revealed that the media tend to focus on the differences between generations rather than on their similarities, especially in the second period. It is however important to point out that focusing on stereotypes about generational differences in the workplace is unfounded and can even reinforce public perception about generational divergence (Costanza & Finkelstein, 2015). Against this backdrop, this research contributes to a more critical and informed perspective on the evolution of generational representation in the media, highlighting the need for a nuanced understanding and challenging the risks of generalization and misrepresentation, especially in the context of intergenerational relations (Dumrongsiri, 2022; Kotter-Gröhn & Hess, 2012). Additionally,

this research can help companies adapt to demographic changes in the modern workforce and conceive strategies to promote more positive intergenerational relations.

Keywords: Generations, digital transformation, Industrial Revolution, media representation, Eureka

Hampel, Moser, & Kunze

Feeling Younger, Exchanging Knowledge: Understanding Blue-Collar Workers' Knowledge Transfer Behavior

Research Goals. With research on knowledge sharing among employees intensifying, the main focus often lies on white-collar employees with office tasks neglecting to extend the scope to another major group among the labor force: blue-collar employees, especially with manufacturing tasks. This is especially important with regard to the ongoing demographic change as well as the digital transformation of the workplace. Therefore, our research focuses on knowledge sending and receiving behavior of old and young employees. In particular, we differ between knowledge non-digital general work knowledge and specific knowledge on the usage of digital technologies that is shared among the blue-collar workers in the manufacturing context.

Theoretical Background. Drawing from the socioemotional selectivity theory (Carstensen, 2006), we expect older employees to be senders and younger employees to be recipients of general work knowledge. Regarding specific knowledge on digital technologies, however, we assume that younger employees engage in the sending and receiving of knowledge, while older employees disengage from knowledge transfer due to their future time perspective. We furthermore expect employees' subjective age to moderate these effects in such way that the decreasing engagement in knowledge exchange of aging employees to be buffered if individuals feel younger than they are.

Methodology. We obtained survey data on 868 blue-collar employees of 85 work units from two distinct production sites of a German automotive supplier. To ensure that all blue-collar employees, including those who do not necessarily have access to a computer in their daily working life, are able to participate in the study, we offered both paper-pencil as well as an online questionnaires. We conducted ordinary-least square regressions at the individual level. As our data is nested in 85 distinct work units, we used clustered standard errors which account for interdependence between observations from the same work unit.

Results. We found chronological age to decrease general knowledge sending, general knowledge receiving and digital knowledge sending and to be unrelated to digital knowledge receiving. Our findings suggest that the older blue-collar employees get, the less active they are in knowledge exchange both as knowledge senders and as knowledge recipients. For all four facets of knowledge exchange, we found that for employees who subjectively feel older, a negative effect of chronological age on knowledge exchange occurs. For employees who feel younger than they are, the age differences in knowledge sending and receiving no longer persist.

Implications. With this research, we theoretically and practically contribute in several ways. First, our research challenges existing assumptions on intergenerational knowledge exchange. Second, by differentiating between different types of knowledge shared and received, we contribute to the growing

literature on knowledge exchange. Third, by adding blue-collar workers' subjective age to the picture we contribute to a better understanding of ageing at the workplace.

Oliveira, Perek-Białas, & Bongiovi

Age-based metastereotyping in the context of telecommuting: the older workers' case

Purpose – Drawing on the social identity approach and social exchange theory, this research objective is twofold: first, we argue that older workers' negative age-based metastereotypes might get heightened in technocentric work environments and as a result, a more comprehensive picture of the age metastereotyping process in older workers is needed. Second, given that telecommuting arrangements may impede the fulfillment of socioemotional needs, and that this type of needs is pivotal for older workers' well-being, we explored the extent to which supervisors' support to telework and trust in the teleworker contribute to helping older workers deal with negative age metastereotypes.

Design/methodology – Because our main goal is to zoom in on the older workers' daily experience of telecommuting arrangements, a daily diary design was used. Following an initial survey regarding sociodemographic characteristics, data was collected through a free mobile app (SEMA - Smartphone Ecological Momentary Assessment). Our final sample includes 51 workers aged 50 and above teleworking full-time/part-time in private services organizations in Portugal and Poland. Chronological age and organizational tenure were included as controls. Data analyses were performed in the R statistical computing environment.

Results – Multilevel models show that the technophobic negative age-based metastereotype has next-day effects. Specifically, it triggers reactions of fear and challenge of similar magnitude irrespective of the metastereotype source – young or middle-aged co-workers. Cross-level interactions showed a nuanced picture: there is a marginal negative effect of the supervisor's support for telework in the relationship between the metastereotype and threat and a significant negative effect on the metastereotype-challenge reaction link. However, the supervisor's trust in the teleworker does not moderate this latter relationship, whereas it hampers the threat reaction triggered by the metastereotype.

Limitations – Due to the endogeneity problem, causal claims are open to debate. For instance, we found a reverse effect between age-based stereotype threat and the technophobic metastereotype. Furthermore, we cannot discard that omitted variables might be driving the associations between constructs.

Conclusions – This study aims to push forward the ongoing discussion about the impact of telecommuting arrangements on older workers' work experience. Findings show that older workers react to ageist beliefs about themselves in different ways and that social resources (supervisor's support and trust) may help older workers to cope with negative metastereotypes at work.

Keywords: Technophobic, age-based metastereotype reactions, older workers, supervisor's attitude towards telework.