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Davies, Eleanor M.M., van der Heijden, Beatrice I.J.M. and Flynn, Matt

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THE RELATIONSHIP BETWEEN ORGANISATIONAL SUPPORT, JOB SATISFACTION, RETIREMENT AFFECT AND RETIREMENT INTENTIONS FOR OLDER WORKERS IN THE UK

Eleanor Davies

Work, Age and Retirement
Research Network
The Business School,
University of Huddersfield

Beatrice I J M Van der Heijden

Radboud University, Institute
for Management Research,
Nijmegen, the Netherlands
Open University of the
Netherlands, Heerlen, the
Netherlands

Matt Flynn

Newcastle Business School
UK

**Presentation to 3rd workshop on diversity issues: aging and new
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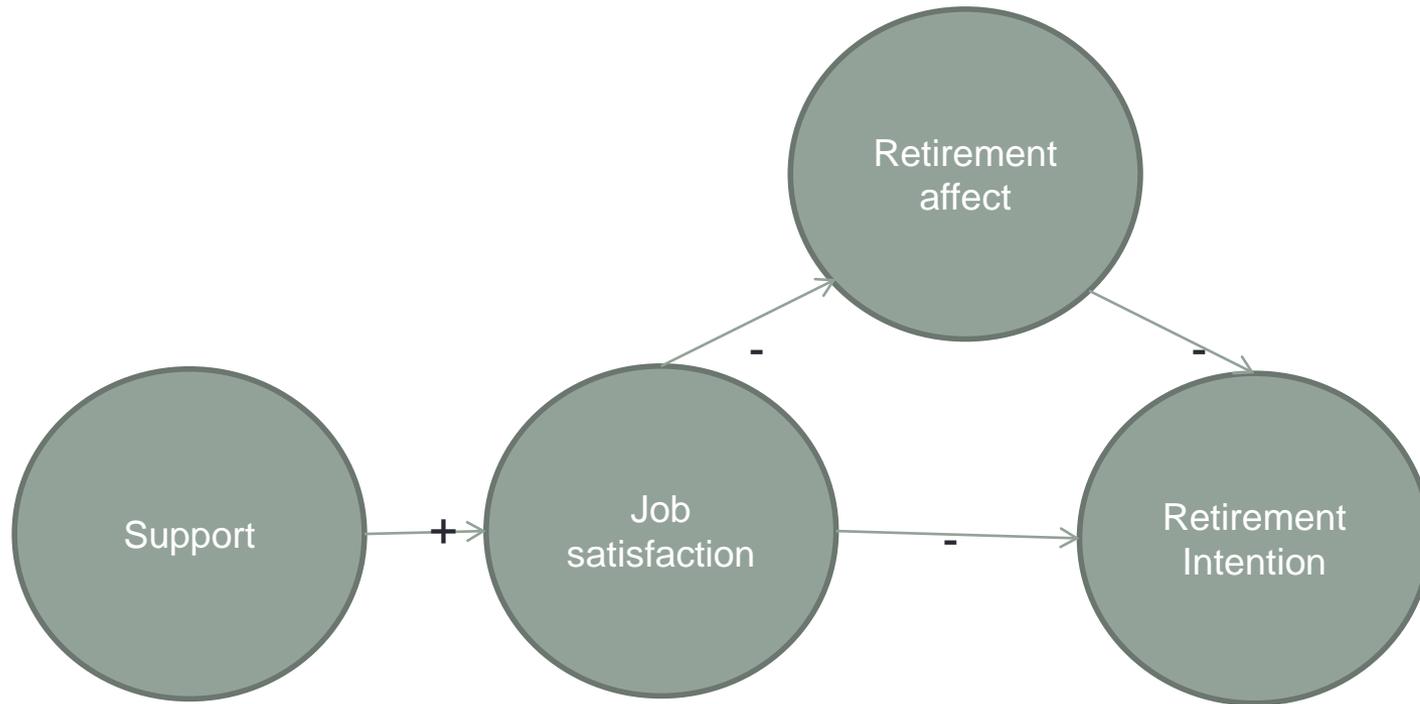
Background

- Retirement is complex decision – institutional arrangements, personal, familial and professional factors
- Most retirement research from the occupation psychology and HR perspectives has focused on characteristics of the individual (e.g. role identity and work attachment theory), rather than on the nature of the work or social environment of the employee.
- Commentators have argued that organisations need to promote age management policies and improve the quality of work to support the extended working life agenda
- However, it is not clear that organisational support translates into retirement decisions
- Better understanding of the influence of the organisational environment on individual choices is needed, both in terms of theory development and from a practical perspective if companies are to encourage extended working life.
- In this research, we borrow ideas from the employee turnover literature to examine whether these are applicable in the retirement context.

Aims of paper

1. Outline theoretical propositions for investigating perceived organisational support (POS) and perceived supervisor support (PSS) and retirement intentions.
2. Present findings from a study of Older Workers in the UK

Explanatory mechanism



Employee status

- Previous research highlights low and high status older employees may respond differently to organisational initiatives (Hennekam and Herrbach, 2013)

Data

- ESCR funded project
- –Data collected from 800 UK employees
- Variables included in this analysis:
 - Older worker supportive culture
 - Supervisor support
 - Job satisfaction
 - Positive retirement affect
 - Retirement intention
- Recoded, so high scores are good
- Analysis: SmartPLS which uses Partial Least Square Structural Equational Modelling. Suitable for non-parametric data. It is suitable for complex models.
- PLS-SEM incorporates an outer measurement model and an inner path-model.

Measures

- Older worker supportive culture (3 items)

The experience of older employees is valued in my work place (1= strong disagree / 5 = strongly agree)

- Perceived supervisor support (6 items)

How capable do you feel in being able to discuss with your manager: - Your retirement plans

- Job satisfaction (6 items)

My job makes me satisfied with what I have accomplished

- Retirement affect

Are you looking forward to retirement

1= I haven't really thought about it

2 = Not at all, I'm dreading it

3 = Not really, I'm apprehensive about it

4 = I'm relaxed about it

5 = I shall be pleased about it / it will be a relief

- Retirement intention

What age do you intend to retire. Clusters

1= Under 60

2 = 60-64

3 = 65

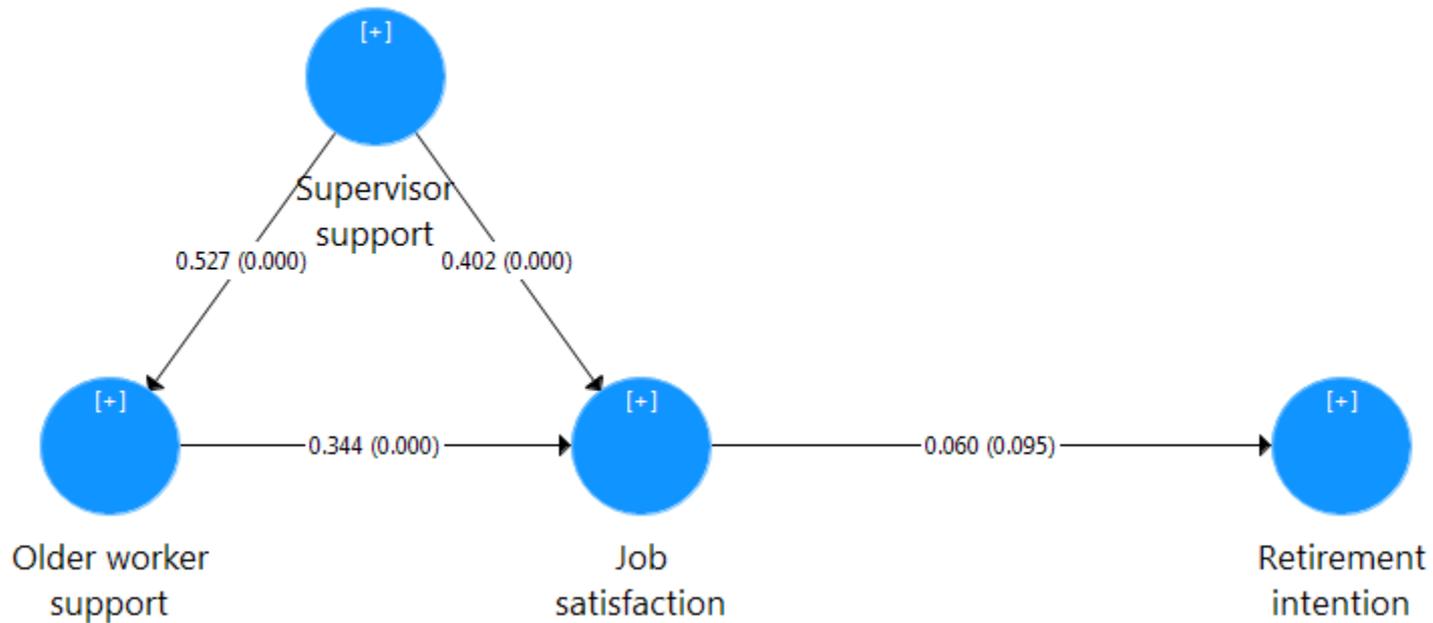
4 = 65+

Employee status: quintiles of the average weekly household income

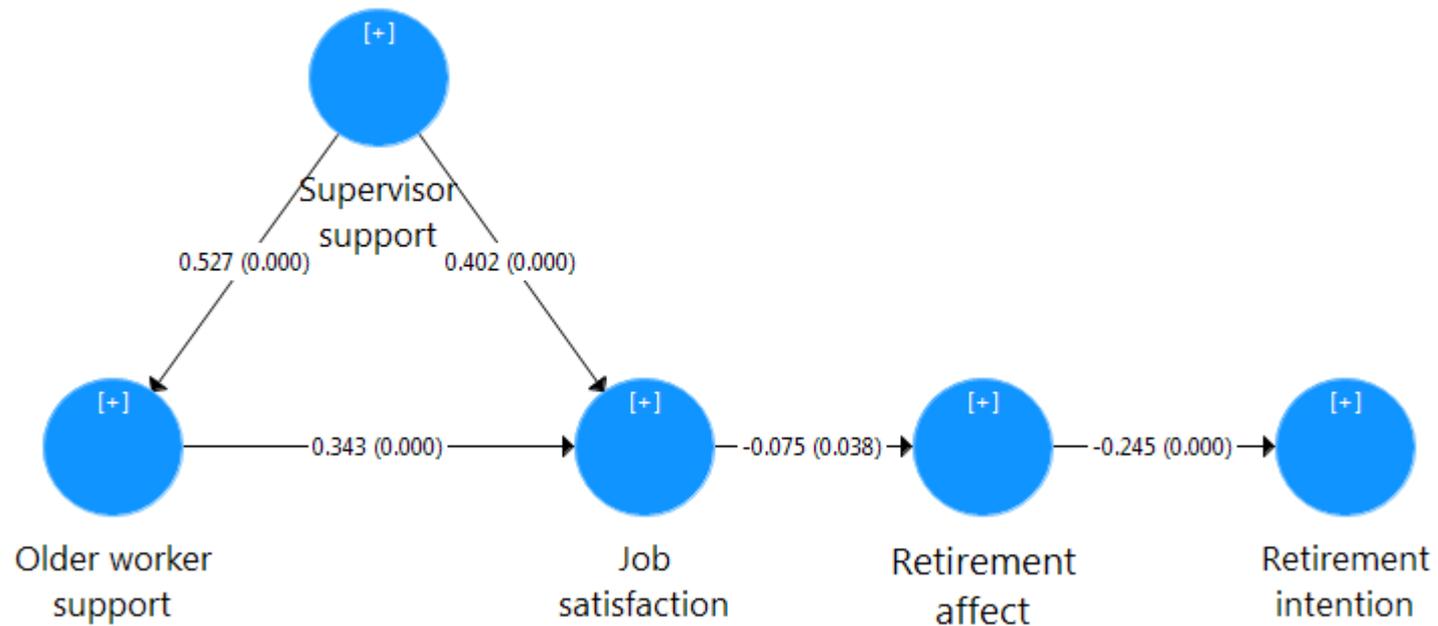
General descriptors

- Mean age = 55.63 years
- 68% did not have caring responsibilities
- Almost 50/50 male female split
- Mean intended retirement age 65.08 years (SD 4.49)

No direct relationship between JS and RI



Alternative pathway



Discussion

- Support from employers is critical to employees' attitudes to work
- No direct association between JS and RI
- The relationship between JS and RI is not uniform:
 - For low paid workers, low JS is associated with a preference for earlier
 - For moderate / high income individuals, the relationship between JS and retirement affect is not significant
- Changes in support to employees may influence the behaviours of low income employees, but not necessarily higher income employees

Summary of results

- Perceived organisational support and supervisor support did not exert any direct effects on intended retirement age
- However, they are strongly associated with job satisfaction
- Job satisfaction is not associated not with retirement affect or intended retirement age.
- Employee status moderated the relationship between retirement affect and job status

Thank you!