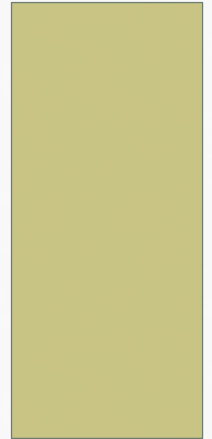


CONSTRUCTING THE DIMENSIONS OF AN AGE-FRIENDLY ORGANISATIONAL CULTURE

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AGEING IN AUSTRALIA

- In Australia:
 - By 2045, proportion aged over 65 will double
 - In 2013, 3.3 million Australians were aged over 65 years
- Effects of ageing population
 - Reduced GDP per capita
 - Reduced government income
 - Increased government spending



PARADOX OF THE OLDER UNEMPLOYED

- Need to lift proportion of older people in the workforce and extend working lives
- Yet high rate of unemployed or under-employed individuals aged over 45 years
 - Under utilisation rate 7% for males between 45 to 54 years (2010-11)
 - Under utilisation rate of 12.2% for females between 45 to 54 years (2010-11)

WHAT IS NEEDED?

- Government initiatives are present
 - Increasing pension age
 - Various tax policies aimed at keeping older workers in workforce
 - E.g. Mature age worker tax offset, Senior Australian tax offset, Superannuation increase
- Organisational barriers exist that are preventing recruitment and retention of older individuals
 - Age stereotypes and discrimination, nature and content of jobs
- There needs to be a mix of government and workplace driven initiatives
 - Creating age-friendly organisations

WHO IS THE OLDER WORKER?

- Ageing is multidimensional
 - Chronological age
- Older worker at age 45 years and over
 - ABS, United Nations, World Health Organisation
- Older worker at age 55 years and over
 - Organisation for Economic Co-operation and Development (OECD)
- Older worker at age 40 and over
 - Some international literature
- This study will use definition of an older worker as being 45 years and over.

WHAT IS AGE-FRIENDLINESS?

- Mostly association with cities and communities
- Age-friendly cities
 - Built on 'active ageing' framework (WHO, 2002)
 - Process of optimising opportunities for health, participation and security in order to enhance quality of life as people age
- Practices, features or factors that reinforce the 'active ageing' framework to enable the social inclusion and participation of older individuals in a community or organisation

AGE-FRIENDLY LITERATURE

- Studies investigating age-friendly HR practices have found the following to be important for older individuals:
 - Flexibility
 - Illness, disability, care for family, would like to work but not fulltime, need to work some hours to sustain a standard of living
 - Job design
 - Prefer low stress jobs, ergonomic environment
 - Age stereotypes and discrimination
 - Removal of age stereotypes and discrimination
 - Valuing older workers
 - Recognition and respect
 - Supportive workplaces
 - Fairness, supervisor support, job conditions
 - Training and development
 - Inclusion in training, tailored training programs, continued skill development

AGE-FRIENDLY LITERATURE

- Literature on implementing age-friendly practices
 - Descriptive and conceptual papers
 - Studies focusing on only one age-friendly HR practice
- Organisations need to implement cultural change for age-friendly practices to be effective
- Organisational culture maximises the effectiveness of practices targeted toward older workers

AIM AND RESEARCH QUESTION

- Explore older workers perceptions of an age-friendly organisation
 - Identify the dimensions of an age-friendly organisational culture
- Research question:
 - What factors do older workers perceive to constitute an age-friendly organisational culture?

RESEARCH DESIGN

- 3 organisations in Australia – NGO, private and public sectors
- Conducted semi-structured interviews with 32 older workers
- Findings from interviews used to construct a survey
- Survey was disseminated across 2 organisations
- Factor analysis was used to extract factors of an age-friendly organisational culture

SURVEY CONSTRUCTION & DISSEMINATION

- 97 items generated in the first instance
- Revised down to 50 items
 - Consultations and piloting
- Distributed to two organisations
- A total of 155 usable responses was attained

SAMPLE CHARACTERISTICS

	Frequency	Percentage
Age (years)		
45-54	82	52.9
55-64	63	40.6
65+	10	6.5
Gender		
Male	54	34.8
Female	101	65.2
Organisation Sector		
Government	99	63.9
Not-for-profit	56	36.1
Education		
Did not complete secondary	4	2.6
Completed secondary	21	13.5
Tafe/Technical qualification	44	28.4
Bachelor degree	44	28.4
Postgraduate or higher degree	41	26.5
Marital Status		
Single	12	7.7
Married	95	61.3
Defacto/Living together	20	12.9
Divorced/Separated	26	16.8
Widow/Widower	1	1.3
Fulltime or Part time Work		
Fulltime	118	76.1
Part time	36	23.2
Employment level		
General employee	80	51.6
Team leader	35	22.6
Management/Executive	40	25.8

ANALYSIS

- Exploratory factor analysis
- Principal Axis Factoring for extraction
 - Common variance only – key for factor extraction
- Kaiser Criterion used to determine factors present
 - 8 factors were extracted
- Varimax rotation to simplify the data structure
 - Not all data was correlated
- All loadings below .32 were suppressed (Tabachnick & Fidell, 2007)
- Items that cross loaded on a number of factors with discrepancy of ≤ 0.2 were removed (Ferguson & Cox, 1993)
 - Nine items were removed (8 cross-loaded and 1 did not load)

RESULTS

- **Factor 1: Fairness and Equality**



- No age discrimination
- Equal treatment
 - Promotion
 - Training
 - Professional development
- Older workers are valued

- **Factor 2: Ease in accessing flexibility**

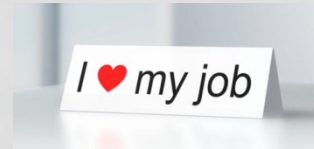


- Availability of flexible policies
- Protocols for flexibility
- Managerial support
- Ease in access

RESULTS

- **Factor 3: Enjoyment of work**

- Variety
- Stimulating/challenging work
- Meaningful work
- Social interaction at work



- **Factor 4: Managing older workers**

- Communication between manager and older worker
- Discussions about career development and career path
- Autonomous management rather than controlling



RESULTS

- **Factor 5: Access to training and development**

- Older workers are being trained and developed
- Older workers do not feel insecure about age in pursuing training and development activities
- Equal access



- **Factor 6: Job design**

- Design of Flexible jobs
- Design of job to have autonomy
- Adequate pay



RESULTS

- **Factor 7: Health and wellbeing**

- Health and wellbeing programs
- Health educational programs
- Facilities to keep active



- **Factor 8: Recognising older workers**

- Recognises achievements of older workers
- Strategies to recruit older workers
- Age is recognised in training and career development



RELIABILITY ANALYSIS

<i>Factor</i>	<i>Cronbach alpha coefficient</i>
Factor 1: Fairness and equality	.943
Factor 2: Ease in accessing flexibility	.839
Factor 3: Enjoyment of work	.820
Factor 4: Managing older workers	.805
Factor 5: Training and development of older workers	.859
Factor 6: Job design	.708
Factor 7: Health and wellbeing	.752
Factor 8: Recognising older workers	.776

IMPLICATIONS

- Exploratory nature allows theory generation of age-friendly organisational culture according to older workers
- Provides a framework of factors to assist with culture change
- Development of age-friendly strategies in organisations

QUESTIONS

