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# Extending the AAI to the Organizational Level: First Insights into the Operationalization of the Later Life Work Index

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# We propose a meso level addition to the Active Ageing Index to measure organizational employment conditions for older employees

## Macro level: Active Ageing Index (AAI)

Purpose: Measure societies' level of older citizens' activity and to provide evidence for policy decision making



## Meso level: Index for enablement of active ageing on organizational level

Purpose: Describe age-friendly employment conditions and allow for self-assessment and comparison of organizations' capabilities to successfully employ older employees regarding e.g., performance, health, motivation

Moderators for the effects of the demographic change on org. outcomes

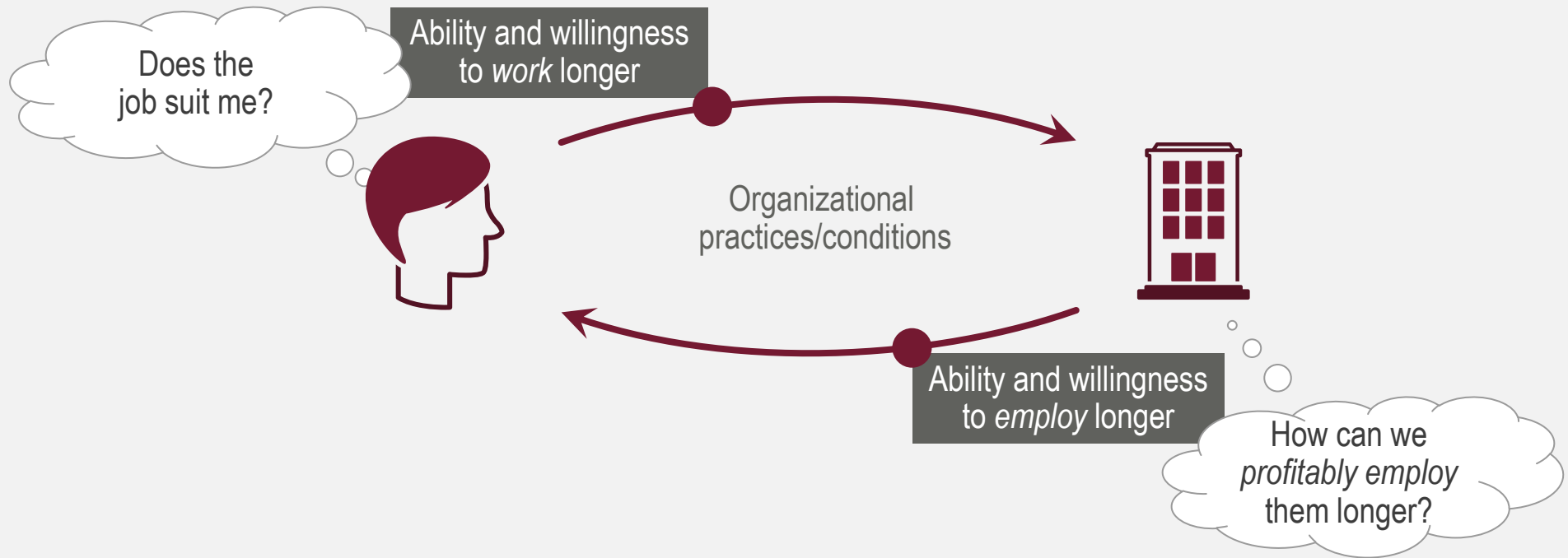
*Research need*

## We think it is unfortunate that ...

- 1 ... **organizational level research** on organizational practices for successful ageing at work is still limited
- 2 ... **inter-cultural / inter-country differences** of those practices are untapped
- 3 ... an **understanding** of how "employers [can] make an aging work staff 'work'" is widely missing (Henkens et al., 2017)
- 4 ... companies and organizations **lack profound tools to assess themselves** regarding their capabilities to successfully employ older employees



# Organizational practices influence later life work from two perspectives – but the organizational perspective was not in focus so far





## What is the goal?

Establishment of an index for organizational practices for later life work



## For Research

Understanding the set of organizational practices beneficial for making an aging work staff 'work'

Identifying relative importance of individual practices compared to others

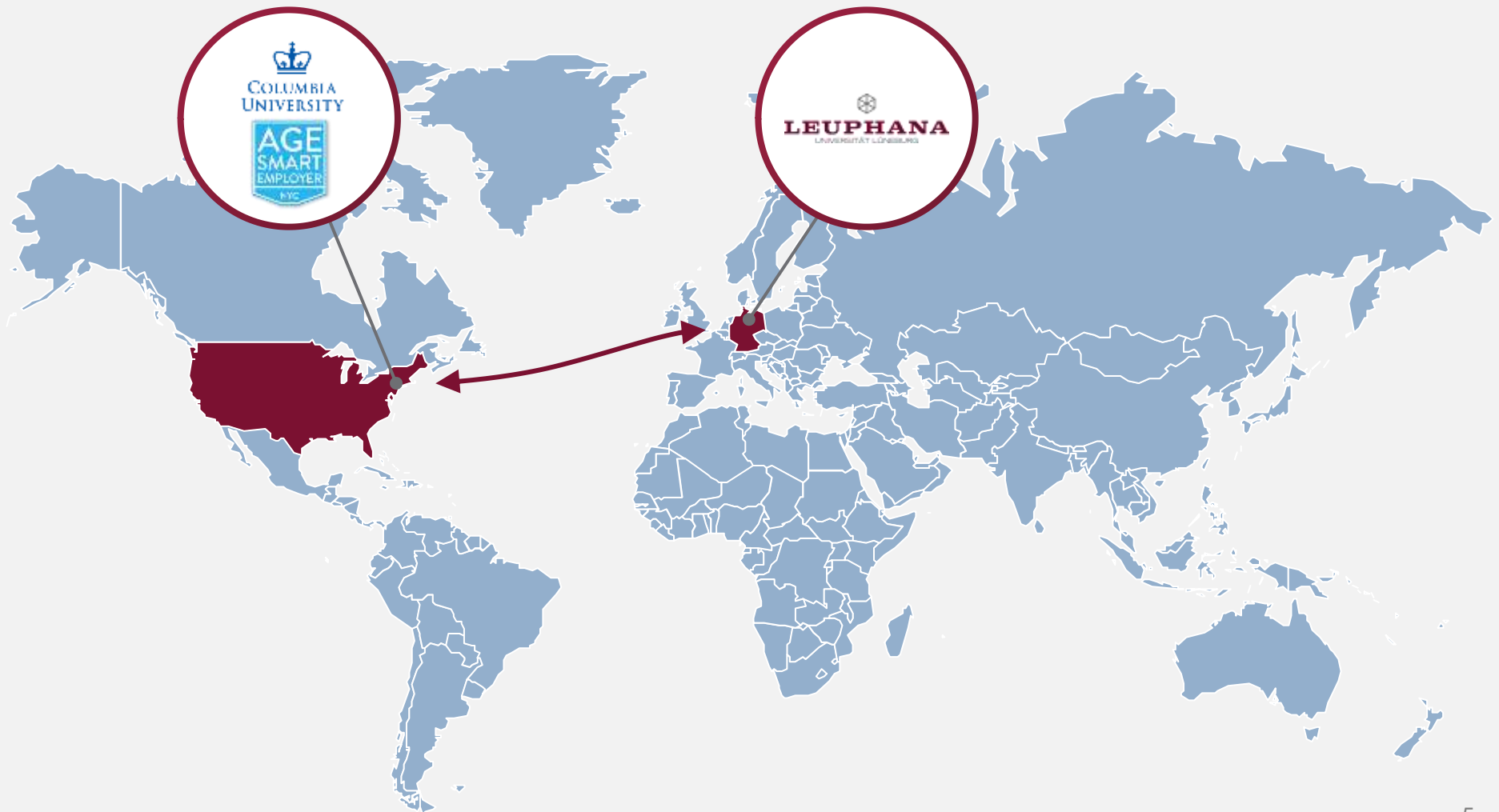


## For Practice

Enabling organizations to

- self-assess their own capabilities regarding employment of an aging workforce
- identify best-practices
- benchmark with peers
- improve practices / productivity

We compared and integrated organizational practices for later life work identified independently in the U.S. and in Germany



## Data

# Two datasets on age-friendly organizational practices

### U.S. dataset

Semi-structured self-assessment by 61 companies applying for the "Age Smart Employer Award"

<b>Employees</b>	M = 7820, SD = 28,900 Range from 4 to 200,000
<b>Sectors</b>	72% B2C, 18% B2B, 10% B2BC
<b>Characteristics</b>	44% family owned 36% non-profit
<b>Industries</b>	Food (23%), Healthcare (18%), Social Service (15%), Service (13%) Manufacturing (13%), Entertainment (7%), Education (7%), Retail (5%)
<b>Language</b>	English

### German dataset (Wöhrmann et al., 2018)

27 semi-structured, transcribed, and content analyzed telephone interviews:

<b>Participants</b>	German HR and business managers, employees in retirement age, scientists, politicians
<b>Gender</b>	Male 74.1 % Women 25.9 %
<b>Age</b>	M = 52.7 years; SD = 10.6 years Range from 35 to 83 years
<b>Professional experience</b>	M = 2844 years; SD = 11.4 years Range from 7 to 59 years
<b>Language</b>	German

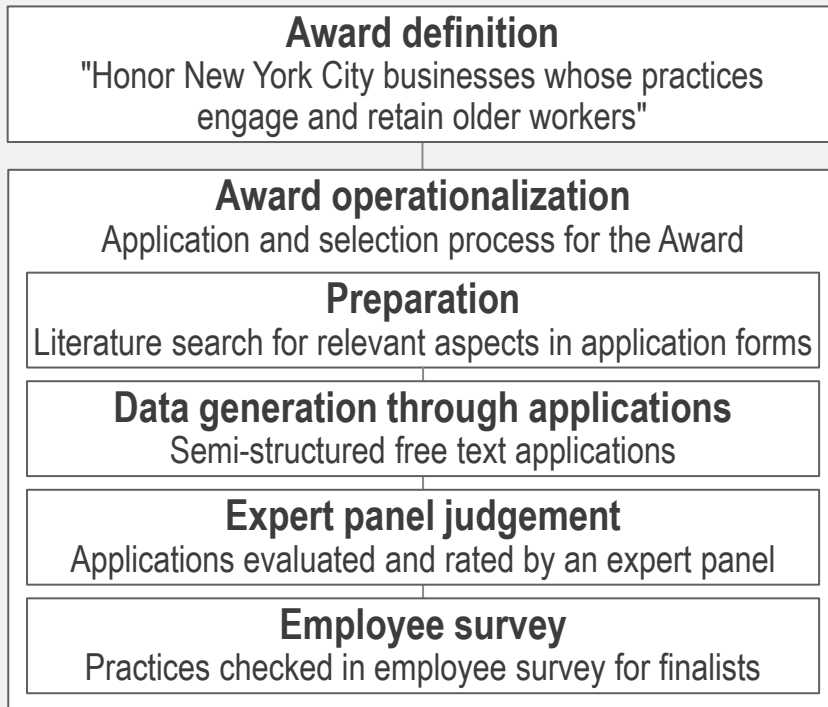


## Data Collection Method

# Two datasets on age-friendly organizational practices

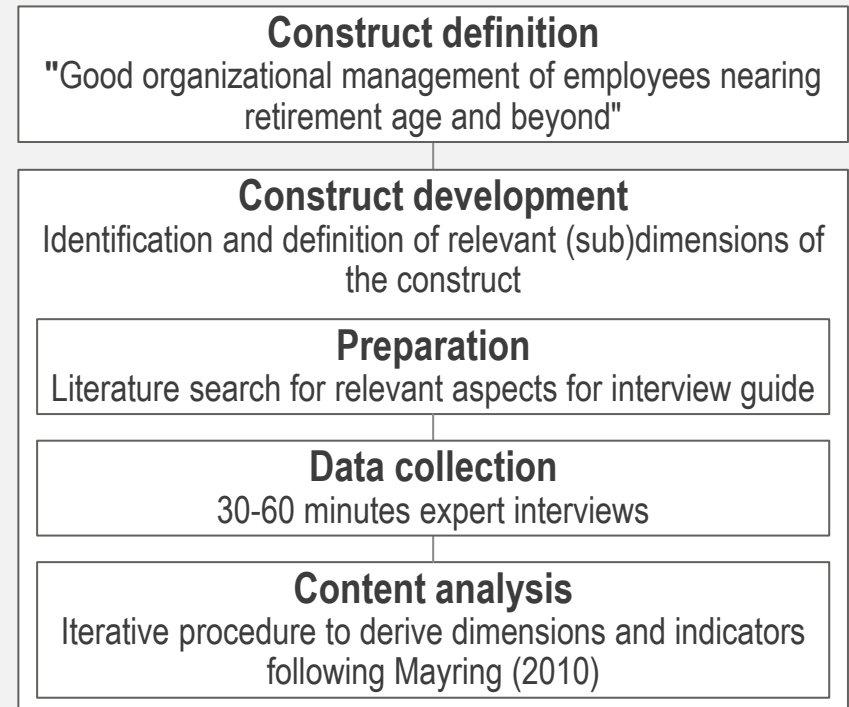
### U.S. dataset

The "Age Smart Employer Award" is set-up as a tool to promote an age-friendly environment in NYC:



### German dataset (Wöhrmann et al., 2018)

The qualitative research project in Germany was conducted in 2014/15:





## Integration Method

# We re-analyzed and compared the two qualitative datasets

### Structured comparison of both empirically derived taxonomies

Practices of both datasets were compared line-by-line based on the definitions and underlying interview sources

Matching and non-matching practices were identified

Common understanding was ensured by back-and-forth translation

### Expert workshop to discuss similarities and differences

Each practice was discussed in an expert workshop consisting of

- 2 persons involved in the German data analysis
- 2 persons involved in the U.S. data analysis

For each practice an inter-culturally valid definition was developed

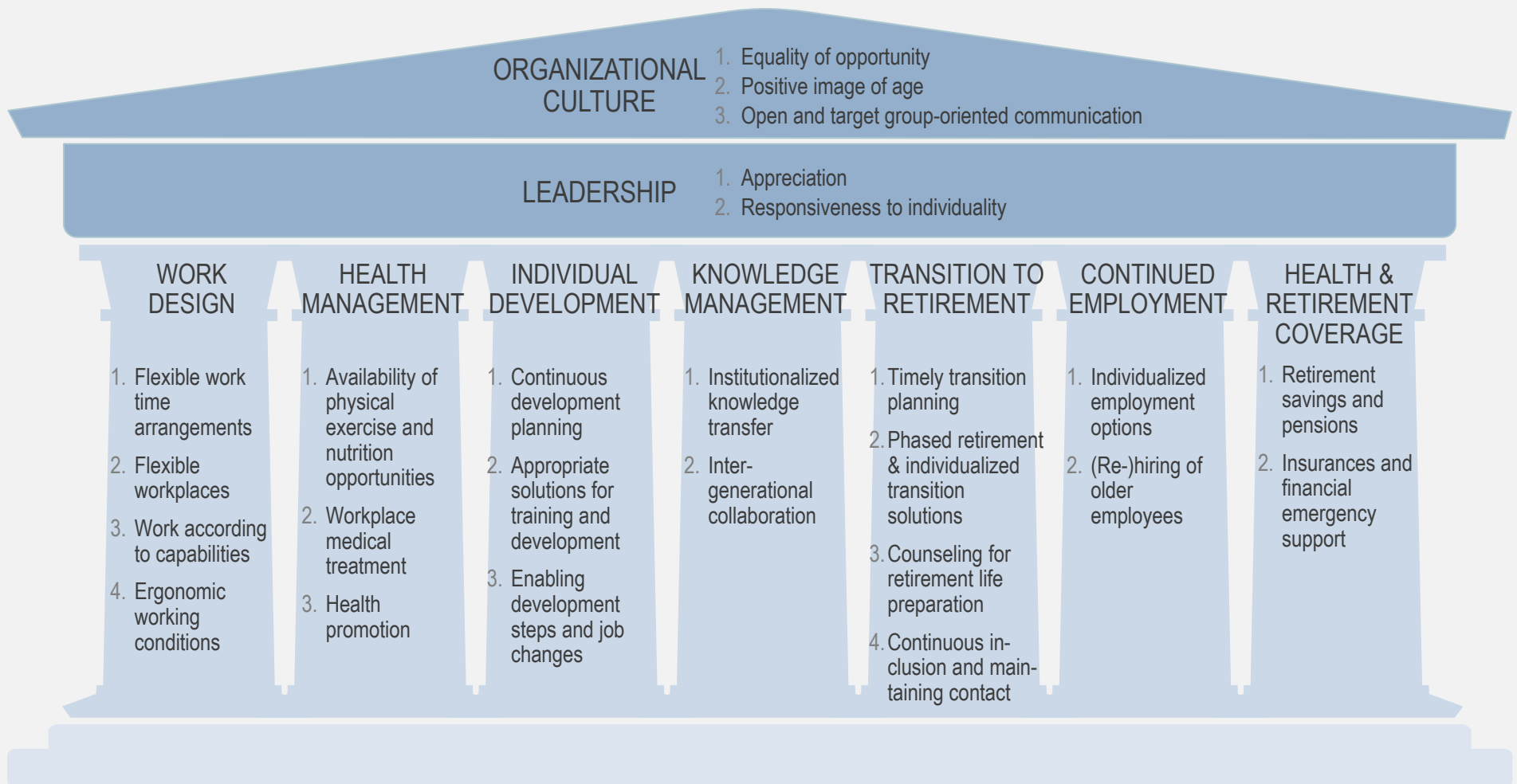
### Inter-coder reliability assessment

Inter-coder reliability was assessed by two topic experts, which were not involved in the project previously

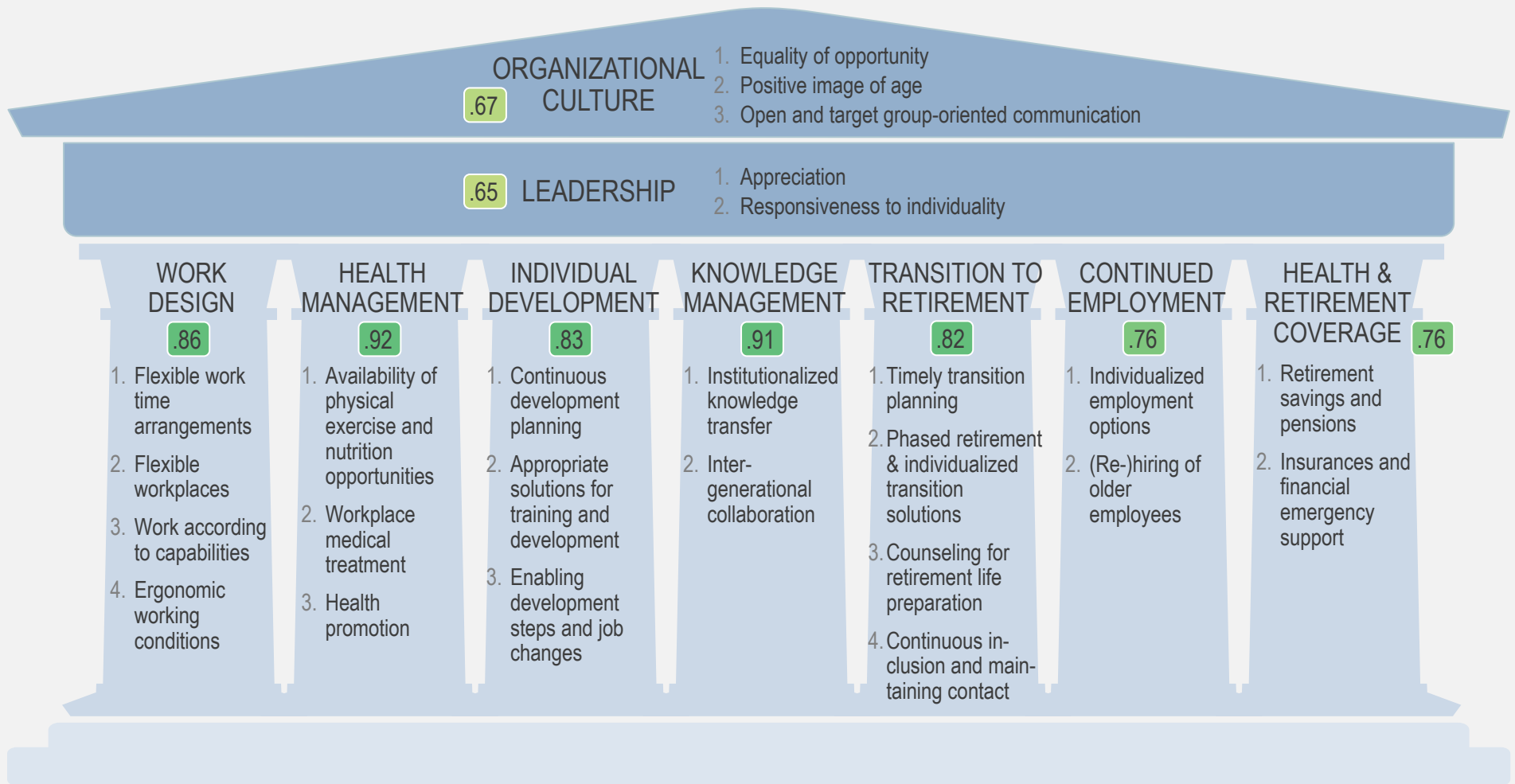
Krippendorff's alpha was used to determine the chance-corrected level of agreement (Krippendorff, 2013)

## Results

# Merger of the two perspectives revealed 9 domains of practices

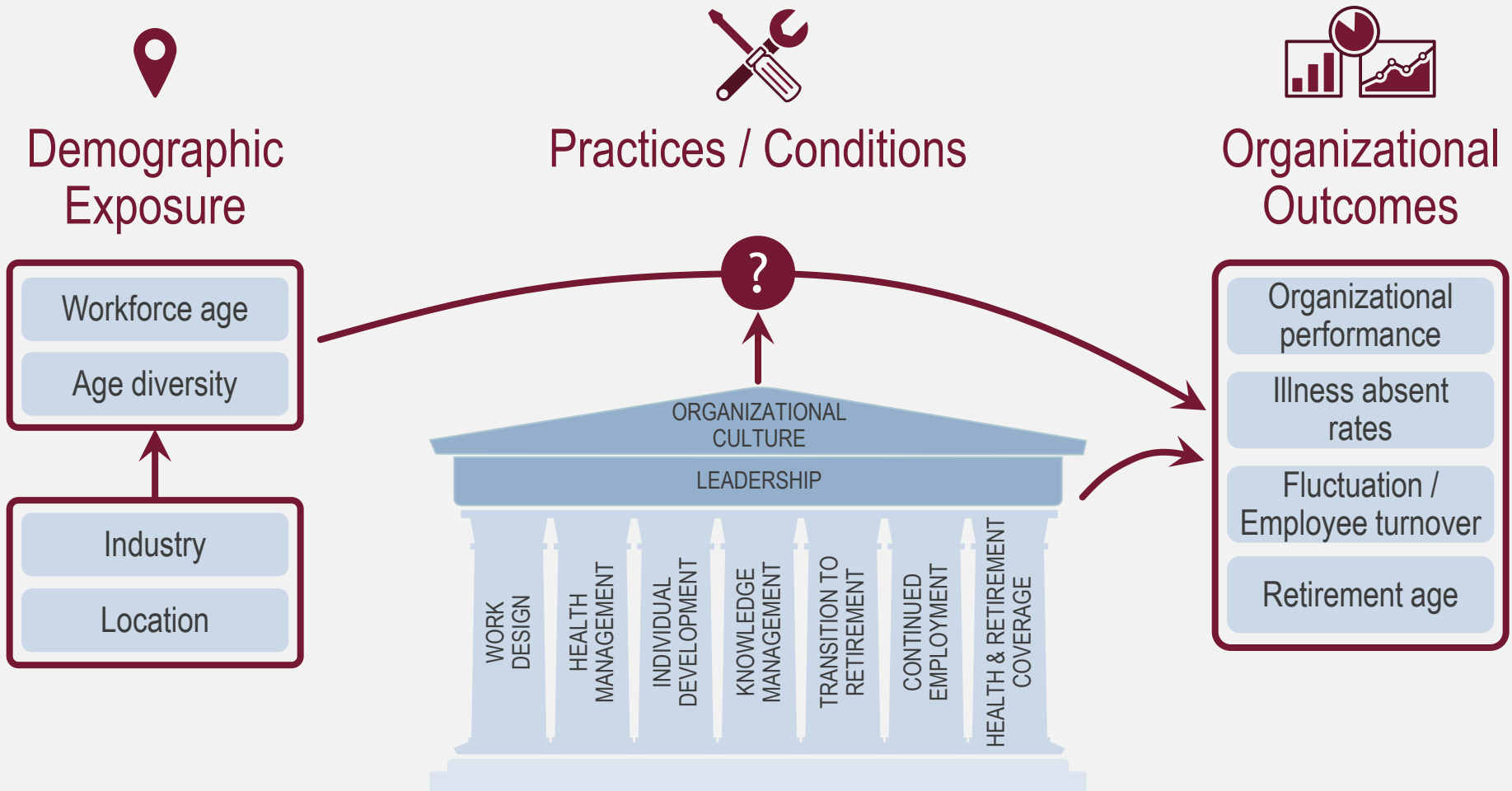


# Reliability assessment implies satisfying distinction and definition of the domains and underlying practices



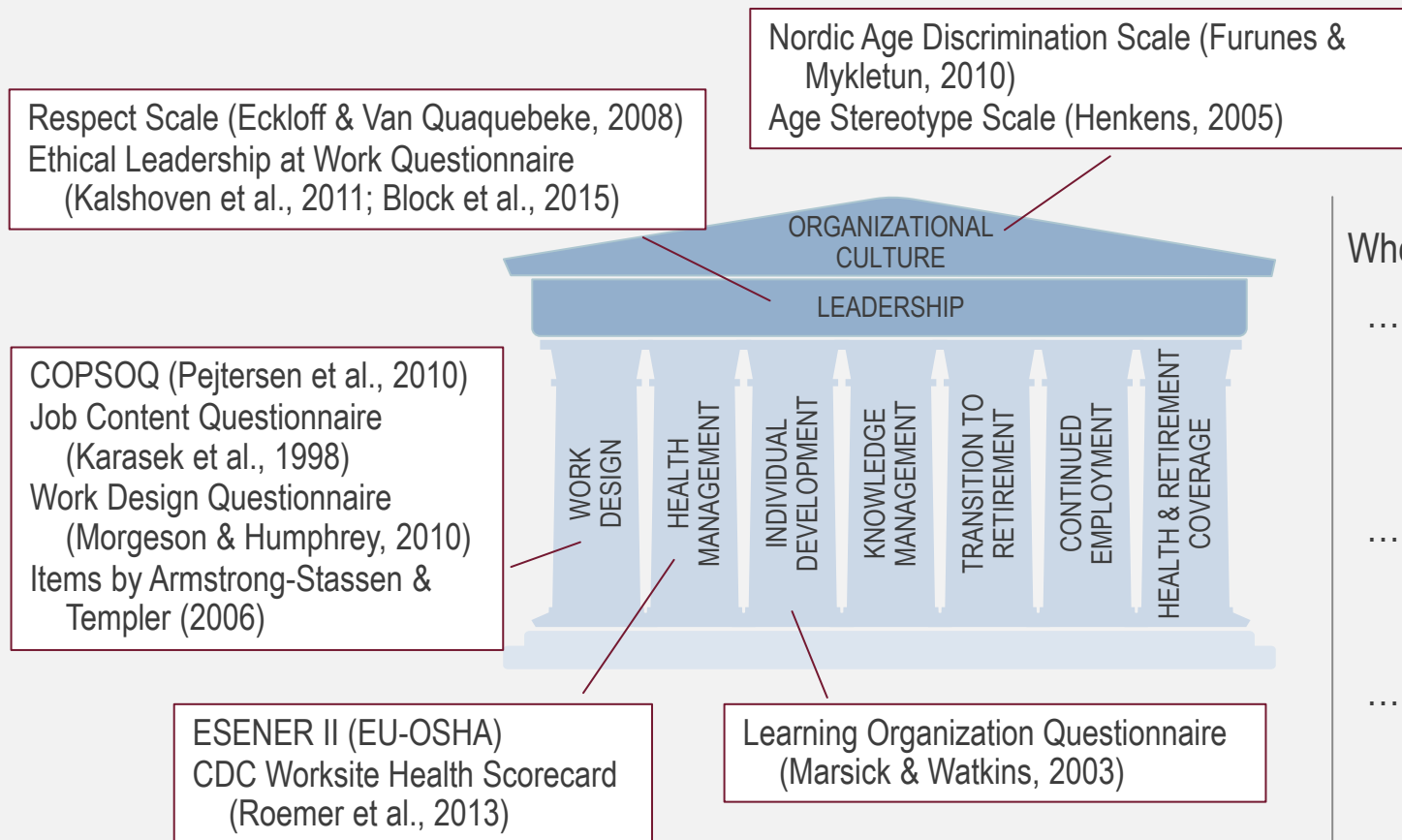
Note: Krippendorff's alpha based on two ratings of 764 relevant paragraphs out of 220 pages transcribed interview material, indicator ratings aggregated to domain level

# Objective: Understand the moderating effect of organizational practices on age-diverse workforces' outcomes



# We operationalized the index with ~100 items in total and validated the new scales based on well-established criterion variables

Not exhaustive



Where required, ...

- ... scales are transferred to the organizational level (**referent shift**, cf. Chan, 1998)
- ... scales are **shortened/ mirrored** by defining 3-5 overall items
- ... **concurrent validity** has been evaluated in pre-studies

# Validation for each dimension was conducted based on small samples of HR representatives in 30-60 companies

<i>Dimension</i>	<i>Indicator</i>	<i>Alpha<sup>1</sup></i>	<i>Criterion Scale<sup>2</sup></i>	<i>Correlation</i>
<b>Organizational Culture</b>	Equality of opportunity	.85	Nordic Age Discrimination Scale (Furunes & Mykletun, 2010)	.64
	Positive image of age	.88	Psychological Age Climate Scale (Noack, 2009)	.71
	Open and target-group specific communication	.67	Communication Satisfaction Questionnaire: Factor Communication Climate (Downs & Hazen, 1977)	.40
<b>Leadership</b>	Appreciation	.88	Respectful leadership scale: Factor Appreciating (Eckloff & van Quaquebeke, 2008)	.88
	Responsiveness to individuality	.94	Ethical leadership at work questionnaire: Factor People Orientation (Kalshoven et al., 2011; Steinmann et al., 2016)	.90
<b>Work Design</b>	Flexible work time arrangements	.81	Items based on Valcour (2007). Factor: Control over work time	
	Flexible workplaces	.71	Items based on Armstrong-Stassen (2006), De Sivatte & Guadamillas (2013)	
	Work according to capabilities	.67	COPSOQ (kognitive / physical / emotional demands) (Pejtersen et al., 2010)	.75 / .90 / .87
	Ergonomic working conditions	.66	Job Content Questionnaire (JCQ): Factor Physical Job Demands (Karasek et al., 1998)	.45
<b>Health Management</b>	Availability of physical exercise and nutrition opportunities	.85	CDC Worksite Health ScoreCard: Factor Nutrition / Physical Activity (Centers for Disease Control and Prevention, 2012)	.57 / .63

<i>Dimension</i>	<i>Indicator</i>	<i>Alpha<sup>1</sup></i>	<i>Criterion Scale<sup>2</sup></i>	<i>Correlation</i>
<b>Health Management</b>	Workplace medical treatment	.68	Second european survey of enterprises on new and emerging risks (ESENER-2; TNS Infratest Sozialforschung, 2015)	.62
	Health promotion	.77	Leading by Example (Della et al., 2008)	.86
<b>Individual Development</b>	Continuous development planning	.70	Rafferty and Griffin (2006): Refining individualized consideration	.63
	Appropriate solutions for training and development	.71	Training for older employees (Armstrong-Stassen & Templer, 2005)	.35
	Enabling development steps and job changes	.77	Learning Organization Questionnaire (Marsick & Watkins, 2003)	.63
<b>Knowledge Management</b>	Institutionalized knowledge transfer	.77	People management scale (Knies, Leisink & Van de Schoot, 2017)	.72
	Inter-generative collaboration	.86	Knowledge sharing practices (Hsu, 2008)	.80
<b>Transition to Retirement</b>	All indicators	.92	Knowledge exchange and combination (Collins & Smith, 2006)	.74
<b>Continued Employment</b>	Individualized employment options (Re-)Hiring	.71		
<b>Health &amp; Retirement Coverage</b>	Retirement savings and pensions	.74		
	Insurance coverage	.87		
	Financial emergency support	.72		

1. Cronbach's Alpha 2. For all criterion scales that measure on the individual level, a referent shift following Chan (1998) was conducted.

# Next steps: We check the index effects on organizational level outcomes within a larger study among German companies

**100-150 companies** are currently recruited to test the index and take part in a benchmark study

We aim to identify industry differences, as well as the **index effect** on company performance, illness absence rates and retirement intentions

A small sample of **3-5 HR representatives, managers and older workers** per organization will be asked to rate the index dimensions

## Further research

Compare dimensions and indicators to practices in **further cultural settings to increase generalizability** – ongoing in China and Israel

**The validation samples are so far limited in size**, so that reliability of the measures has to be further investigated

## Partners





To further broaden the intercultural discussion qualitative interviews are conducted in Israel and China



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Thank you!  
Questions?