

Journal Articles

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Title: Human resource practices for mature workers – And why aren't employers using them?

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Key Messages:

Two studies were conducted to assess the extent to which organizations were engaging in HR practices targeting mature workers and the reasons why organizations may not be engaging in these practices. The participants included 284 mature workers (171 in career jobs and 113 in bridge jobs) and 426 HR executives. Overall, organizations were reported to be engaging in the HR practices to a very limited extent. There were few significant differences between career-job and bridge-job respondents. Recognition and respect practices were rated as the most important HR strategy in influencing the decision to remain in the workforce. Over three-quarters of the mature workers indicated that organizations are not engaging in practices tailored to mature employees because it is not a priority for organizations whereas just over half of the HR executives indicated their organization was not engaging in these practices due to the lack of employee interest in, and demand for, such practices.

Keywords: aging workforce, human resource practices, older workers