

# Well-being through work



Finnish Institute of  
Occupational Health



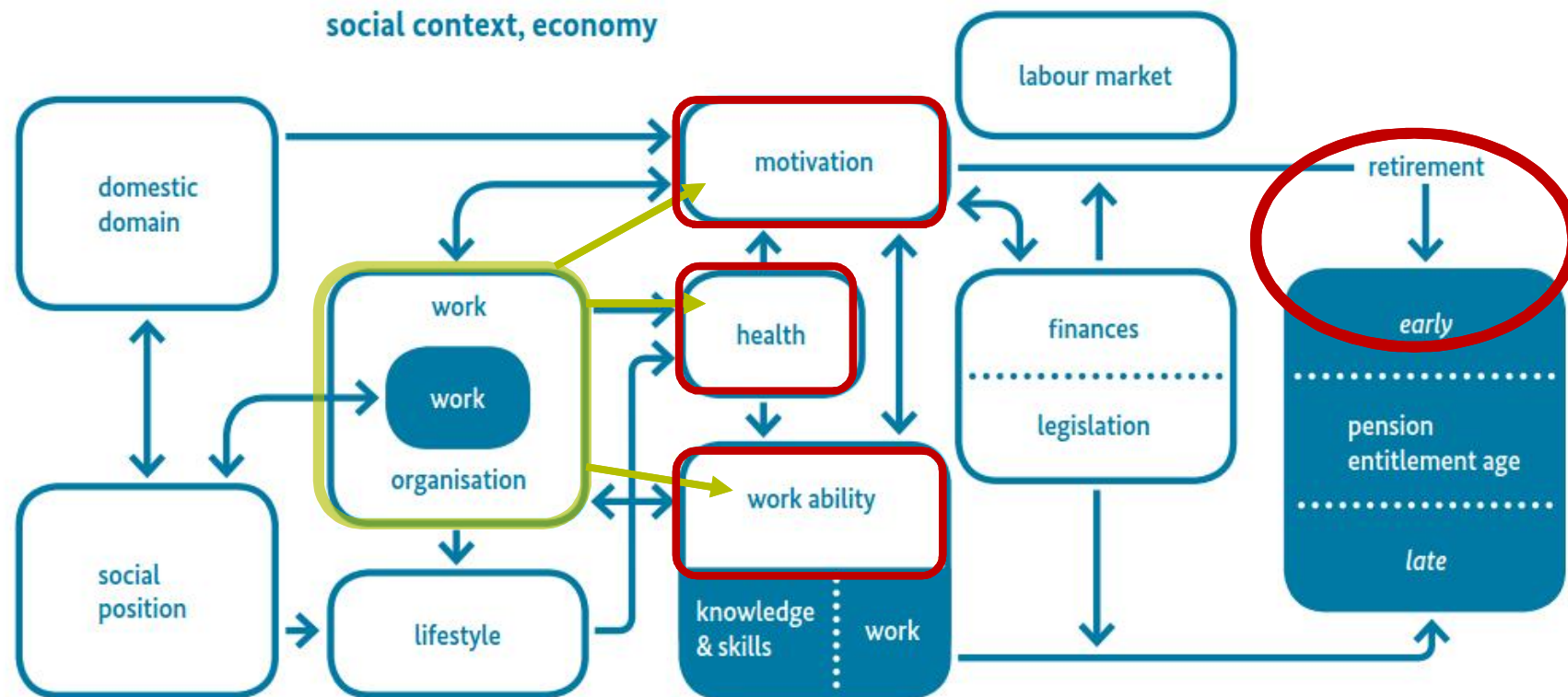
**Finnish Institute of  
Occupational Health**



Organizational leadership practices and longer careers  
– How does organizational age culture affect employees' subjective  
work ability and retirement plans?

Wallin, M, Seitsamo, J. & Vuori, J.

# Conceptual framework on work, age and employment



Hasselhorn & Peter 2013; Peter & Hasselhorn 2013,  
Hasselhorn & Apt 2015

# The aim of the study

- to investigate, how age friendly organizational culture predicts employees' subjective work ability and retirement plans in a three-year follow-up period.



# Data

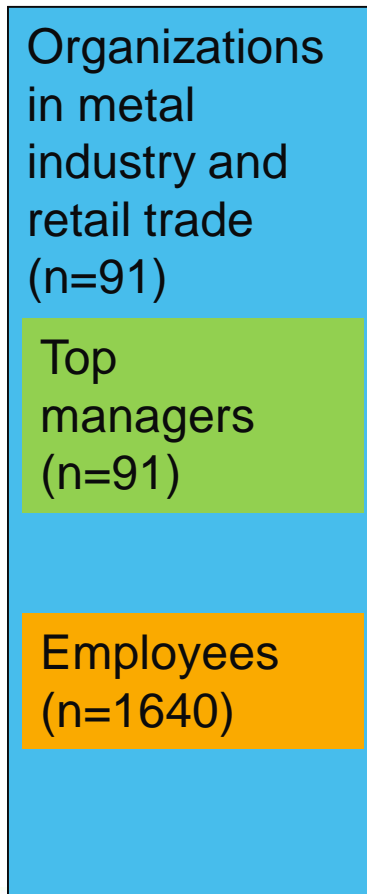
- We used data from the study of organizational performance and well-being of employees in metal industry and retail trade in Finland between 1997 and 2000.
- The organizations with  $\geq 10$  employees (n=91) were selected from the registers of the Statistics Finland using random sampling.
- The questionnaire responses of the top managers' survey in 1997 and the employees' survey in 1997 and 2000 were analyzed.



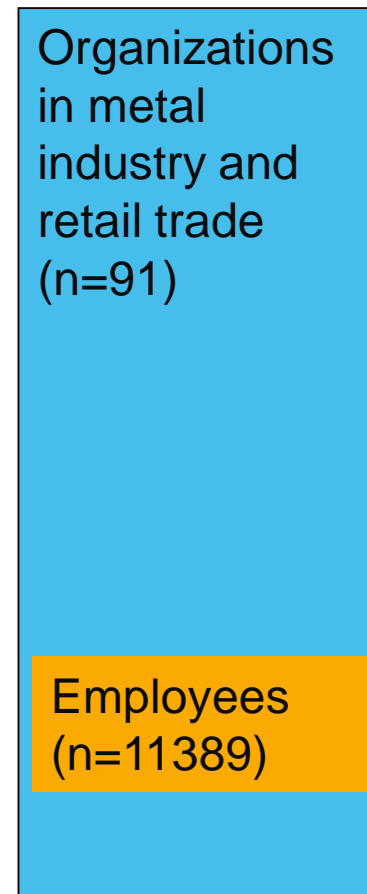
# Data collection procedure



**1997**



**2000**



Response rate  
59 %

Drop outs were more often young and temporary workers than old and permanent contract employees

Response rate  
77 %  
Mean age of respondents  $\pm$ SD=43.9 $\pm$ 9.5 years (2 yrs. older than on average in these sectors)

# Data analyses

- Data was analyzed using frequency tables and analysis of variance (ANOVA).
- The differences between the groups in age friendliness, employees' perceived work ability and demands of work were tested with Pearson Chi-Square and F statistics, respectively.
- Statistical analyses were performed with the SAS statistical package.



# Top managers' age friendliness and employees' perceived work ability and work life quality

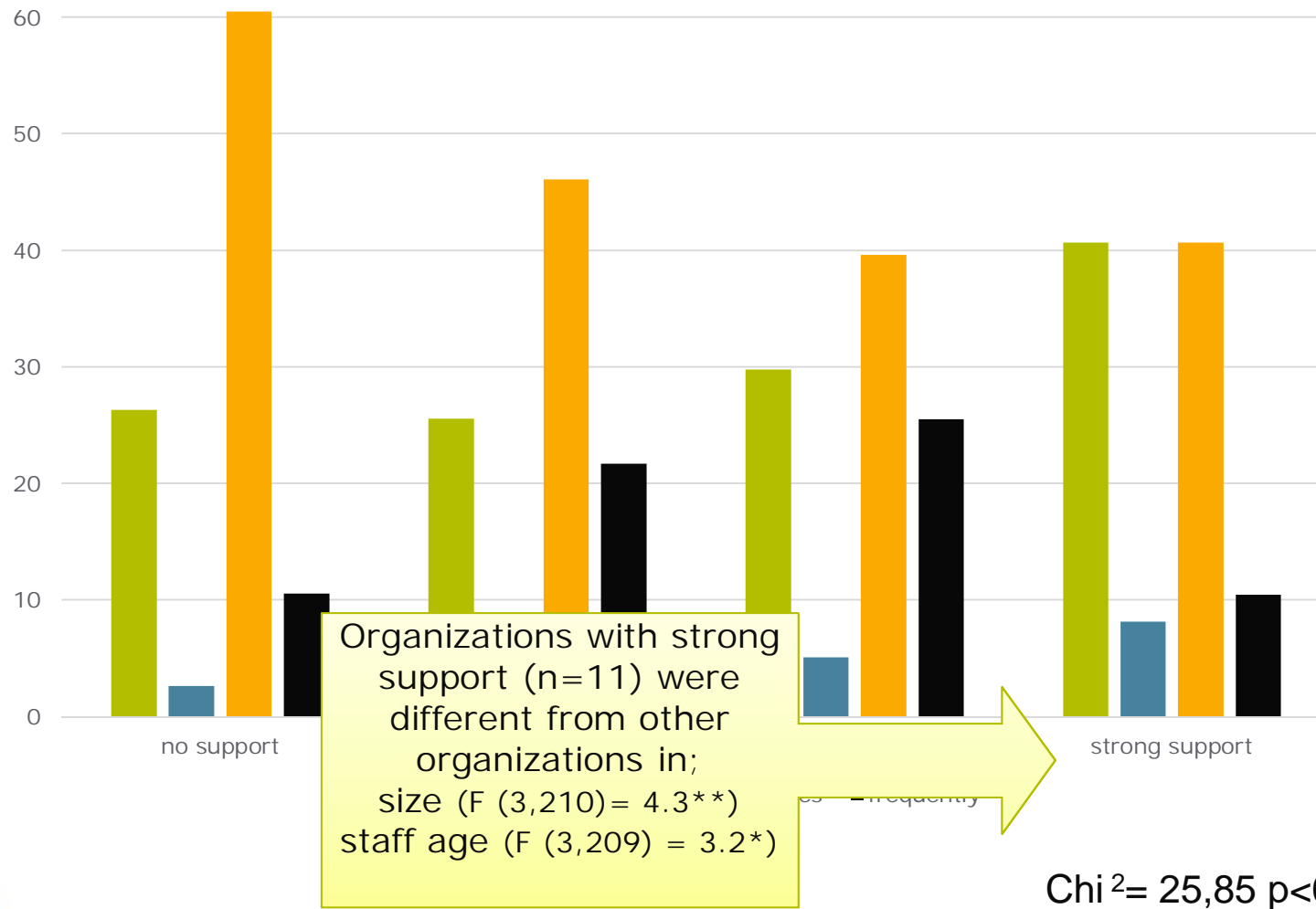


	1 Not at all	2 No special support	3 Moderate support	4 Strong support	Significance of variance
Subjective work ability	8.26	8.27	8.25	8.82	F (3, 1307)= 4.06 ** 4 > 1,2,3
Perceived support for resources	2.78	2.64	2.89	3.04	F (3, 1615)= 16.51 *** 4,3 > 1,2
Perceived support from supervisor	2.77	2.76	2.89	3.08	F (3, 1615)= 7.61 *** 4 > 1,2,3
Opportunities for learning	2.72	2.58	2.92	3.05	F (3, 1615)= 26.81 *** 4,3 > 1,2
Physical demands	1.10	1.16	1.10	1.03	F (3,1615)= 4.22 ** 2 > 4
Organisation of work	3.05	3.12	3.29	3.40	F (3, 1615)= 15.01 *** 4,3 > 2,1

Post hoc comparisons by Waller-Duncan K-ratio t Test (p<.05)



# Top managers' age friendliness and employees' retirement intentions





# Conclusions

- The results confirm the earlier understanding that age friendly leadership practices have effect on work ability, perceived job resources and job retention plans among employees in metal industry and retail trade in three year follow up
- Top management's strong support for older workers' longer careers has positive effects on employees' work ability, and perceived support from supervisors

# Future research needs



- Still little is known regarding the process where these practices become part of organizational policies and rigorous organization level intervention studies in this area are missing.
- Earlier employee level resource-enhancing intervention have demonstrated significant increases in the work ability and decreases in early retirement plans (Salmela-Aro et al., 2012; Vuori et al., 2012), but the experience has shown that over a longer period of time these effects tend to gradually fade away without support from the organizational leadership.
- The pressures for longer work careers must be paired with age friendly organizational solutions, which at the same time enhance health, work ability and motivation for job retention and there is an urgent need for intervention research in this area.



Investing in well-being  
at work is productive

Thank you!

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