

Late-Career Planning and Job Crafting for Older Workers

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Abstract: The objectives of this study are to introduce the concept of late-career planning and explore the use of a work design questionnaire to guide job crafting for older workers in late-career planning. This is a mixed methods study, comprising of a face-to-face interview, a questionnaire, and an online survey, administered to a total sampling size of 213 participants. Interview responses indicated that older workers desired late-career planning as a precursor to retirement planning. Findings and suggestions from this study lay the foundation for a relatively new concept of late-career planning in human resource practices. Late-career planning leads us to re-examine our views on career development through the lens of lifespan development theories and recognize that workers at different life stages have differing needs. The proposed job crafting tool aims to achieve a better fit between older workers and their jobs in their late-careers.

Governments and organizations around the world recognize the need to extend the economically active years of their citizens so as to provide manpower support for ageing economies. In response to the challenges of ageing economies, countries are increasing retirement age. In order to extend work life in a sustainable way, older workers require Human Resource (HR) specialists to factor their unique needs into HR policies and practices.

In the later stages of an older worker's career, the older worker may want to redefine work roles and job scope, such as the adjustment of work hours and responsibilities (Marvell & Cox, 2017). Modifications to their job scope and work hours are especially important as older workers are more likely faced with personal health issues or caregiving needs of their spouses and elderly parents (Allen & Shockley, 2012). Some older workers in more senior positions may also wish to reduce work stress and responsibilities (Marvell & Cox, 2017).

This is an opportunity for the management to leverage on the experience of the older workers to guide or mentor the younger workers and deliberate on succession planning

through open discussions. Apart from the practical needs for late-career planning, it is also important in maintaining the morale and esteem of the older worker. If the needs of older workers are taken into consideration and the management accommodates work arrangements to fit their needs, the older workers will feel valued by the organization.

The objectives of this study are to introduce the concept of late-career planning and explore the use of a work design questionnaire to guide job crafting for older workers in late-career planning.

The aim of job crafting to better fit the older worker into a role that matches their preferences and needs at this life stage. Job crafting involves redesigning one's job in order to create job satisfaction and involves shaping physical or cognitive task boundaries of the job, the relational boundaries of the job, or both (Wrzesniewski & Dutton, 2001). Job crafting can take several forms. It can involve changing the number, scope, and type of tasks; changing the quality and the amount of interaction with others encountered on the job; or changing the cognitive task boundaries by altering the way they perceive their job and to view their job as

part of a collective whole (Wrzesniewski & Dutton, 2001).

Job crafting is a powerful tool to achieve a better fit between the worker and the job (Moghimi et al., 2015). This study also proposes the use of a modified job design questionnaire to understand the needs and preferences of the older workers, so as to optimize their person-job fit.

Characteristics of Older Workers

Older workers are found to display different characteristics, attributes, motivations, abilities, and temperaments from younger workers (Kanfer & Ackerman, 2004; Kooij et al., 2011). Nye et al. (2016) examined the measurement equivalence of personality ratings across age groups. Their study examined the Big Five traits, which include Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness. Older adults exhibit a higher degree of agreeableness, conscientiousness, and openness, while younger adults exhibit a higher degree of neuroticism.

Despite the differences in the profiles of older workers and younger workers, HR policies are generally not crafted to cater to the unique differences amongst workers across a wide-range of age and life stages (Armstrong-Stassen & Schlosser, 2011). According to Costa and McCrae (2006), as workers increase in chronological age, there is an increase in agreeableness and conscientiousness, with a decrease in neuroticism.

Kanfer and Ackerman (2004) found that crystallized intelligence (using skills, knowledge, and experience to analyze as demonstrated in verbal comprehension and general knowledge tests) increases with age, while fluid intelligence (using abstract and novel thinking to analyze as demonstrated in memory and speed of reaction tests) decreases with age. Work roles can thus be changed to place older workers in roles that require more crystallized intelligence and less fluid intelligence. Crystallized intelligence increases

until mid-adulthood, then plateaus until late adulthood and declines thereafter. In contrast, fluid intelligence consistently decreases as the worker ages.

On affective attributes, Ng and Feldman (2008 & 2010) argued that as the worker ages, work attitudes improve. Their studies found that there is a strong positive correlation between age and the seven dimensions of job performance (safety performance, organizational citizenship behaviors, general counterproductive work behaviors, punctuality, less substance abuse, lower absenteeism, and less workplace aggression) but age is unrelated to core task performance, creativity, and training performance. In fact, Taneva et al. (2016) found that older workers are keen to receive professional development in the late phase of their careers and do not quite view this phase as a phase of decline. Their study has also identified nine types of organizational supports that older workers desire. They are work meaningfulness, social cohesion, knowledge transfer, recognition and respect, compensation and benefits, work-life balance, job control, learning, and development.

Kanfer and Ackerman (2004) discussed the changes in motivation to work, as people gain and lose abilities, skills, and knowledge. Older workers possess generativity motives, meaning the desire to the training of younger workers and contributing to their organization. Dendinger et al. (2005) explained that older workers' motivation to work is beyond financial reasons. Older workers desire interaction with others and want to feel valued by others. Older workers also desire to transmit knowledge to others. In addition, Schlosser et al. (2012) found that apart from financial needs, older adults desire to work because they cherish aspects of their jobs and want to learn new skills.

Similarly, Schalk and Desmette (2015) explained that the desire to remain employed is not the opposite of the desire to retire. A feeling of an internal locus of control over their own

ability to contribute is a main motivation for older workers to remain employed. A study by Kooij et al. (2011) showed a significant positive relationship between age and intrinsic motives (e.g., recognition), and a significant negative relationship between age and extrinsic motives (e.g., remuneration). Understanding the differences between younger workers and older workers will help organizations meet their different needs and engage them differently. For instance, the management can design jobs to challenge younger workers with different tasks, and design jobs to challenge older workers in ways that draw on their experience (Zaniboni et al. 2014).

These propositions are further supported by Henry et al. (2015), who found that older adults especially value jobs providing opportunities for transfer of knowledge and experience to younger generations (i.e., opportunities for generativity). Their findings suggest that job-related opportunities for generativity and development should be taken into account in studies on successful aging at workplaces (Henry et al., 2015).

Specifically, as suggested by Truxillo et al. (2012), job design models should take into account workers' changing needs across the lifespan when examining the effects of job characteristics on work outcomes. When the job fulfills workers' development needs, turnover intentions are reduced. Opportunities for development on the job and early exit intentions among older workers are negatively correlated (Zaniboni et al., 2010).

Theoretical Perspective

The conceptualization of late-career planning in this study was based on the life span development perspective. Using popular lifespan development theories - Socioemotional Selectivity theory (SST theory by Carstensen et al., 1999) and Selection-Optimization and Compensation theory (SOC theory by Baltes & Baltes, 1990) to understand aging as an adaptive process, this study integrates the principles of SST and SOC in the

conceptualization of late-career planning and job crafting.

The SST theory posits that the perception of time is integral to motivation. Younger workers who have a perception of time as more open-ended have more task-oriented goals. They tend to focus more on a variety of tasks to increase job-related skills. Conversely, older workers who have a perception of time as limited, are more likely to possess emotion-related goals. Older workers tend to focus more on the interpersonal aspects of work, such as helping younger workers.

SST proposes two types of social goals – those related to knowledge acquisition and emotional regulation. SST predicts that younger workers will prefer job characteristics that help them advance in their careers, while older workers will focus on characteristics that lead to effective rewards at work, such as respect from younger colleagues, good working relationships, their opinions being valued, and gaining positive feedback from bosses. When these emotion-related goals are met, older workers are less stressed and turnover is lower (Zaniboni et al., 2013).

An earlier theory, by Erikson (1963), on the psychosocial stages of development suggests that younger adults may be driven by the need for financial gains, sense of accomplishment at work, and the development of skills and competencies. However, motivations for financial resources and career achievements may remain salient for some older adults. Older workers may still possess motivations and aspirations for career achievements which should not be neglected by management.

The Selection, Optimization, and Compensation (SOC) Theory (Baltes & Baltes, 1990), explains that older workers select the goals or outcomes that they want to pursue, and then optimize their efforts and resources to offset age-related declines. Older workers tend to select tasks that compensate for changes in their work abilities. Job-crafting would then be ideal

in work design modification that can enable older workers to contribute optimally.

The Implications of an Ageing Workforce

In Singapore, we face the challenge of an ageing workforce. The proportion of economically active adults between 55 to 69 years have risen from 13% of the total workforce in 2007 to 21% in 2017. This means that almost one in every five economically active adults in Singapore are older workers aged 55 years and above.

Singapore's employment rate of older workers ranks high when compared against other OECD (Organization for Economic Cooperation and Development) countries. When compared against other OECD countries in 2017, Singapore ranked 11th for the age group of 55 to 64 years economically active older adults, 6th for 60 to 64 years economically active older adults, and 5th for 65 to 69 years old economically active older adults.

Apart from Singapore, governments and organizations in other countries with an ageing workforce need to plan and cater HR policies for the growing proportion of older workers in the workforce. HR policies for older workers need to cater for the health concerns of older workers and other unique needs that are particular to older age. Healthcare and long-term care spending are expected to increase to meet the growing needs of an ageing population. Unless older workers extend their economically active years and continue to provide labor support for the economy, the smaller base of economically active citizens may have to bear a higher tax burden to support the ageing population.

In ageing economies, foreign companies may also consider pulling out investments and operations from the country if demand for highly skilled workers are not met (Thang, 2011). As businesses scale back, job opportunities for the resident population will be affected. With less attractive career opportunities, more highly-skilled workers may start to seek them in other countries. This may

cause a vicious cycle, further shrinking the size of the workforce and causing a talent drain in the country. When the economy stagnates, it will be difficult to develop the physical infrastructure of the country and sustain social and welfare programs.

Significance and Objectives

It is therefore pertinent for governments and companies to re-examine and revise HR policies and practices to equip older workers with relevant skillsets and encourage them to remain in their career jobs (Taneva & Arnold, 2018). As compared to extension of work life in career jobs, older workers are less successful in finding re-employment in non-career jobs after their retirement from their career job (Beehr & Bennett, 2015). One way to encourage older workers to remain in the work force is to meet their needs in the later stages of their career. Late-career planning can better meet the needs of older workers, through meaningful discussions between the management and the older workers, along with the use of job crafting tools.

At the individual level, a better fit between the older worker and the job is achieved through job crafting, which has reportedly led to better health (Tims et al. 2013) and greater job enjoyment (Tims et al. 2015). When people feel work is meaningful, they are more likely to remain in employment as it helps to boost self-esteem and provide a purpose in life (Bright, 2010; Kim & Kang, 2016; Büsch et al, 2012).

Job crafting is conceptualized as a bottom-up approach in which employees seek to redesign their job to achieve a better job-person fit (Wrzesniewski & Dutton, 2001). Job crafting scales have been developed and conceptualized differently by scholars (Tims et al., 2012; Petrou et al., 2012; Slemp & Vella-Brodrick, 2013). Based on the themes emerging from the interviews in this study, the Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006) was found to be a more applicable tool for job crafting than the scales

developed by Tims et al., (2012); Petrou et al. (2012); or Slemp and Vella-Brodrick (2013).

The WDQ is action-oriented and specific in re-designing the various aspects of an older worker's job. It allows supervisors to administer the questionnaire as part of late-career discussions with older workers. The WDQ also gives the supervisors a clearer idea of what the older worker prefers and what job aspects to adjust accordingly. By exploring the use of the WDQ and in modifying the WDQ to fit the Singaporean context, this study attempts to adapt a job crafting tool to account for differences in culture, national demographics, and organizational contexts. Following the objectives of the study to introduce late-career planning and explore the use of job crafting to facilitate late-career planning discussions, the following research questions were put forth.

1. Do organizations carry out late-career planning discussions? If yes, what do the discussions entail?

2. What do older workers value at work?
3. What are the needs of the older workers?
4. How can HR discussions and planning meet older workers' aspirations and needs?

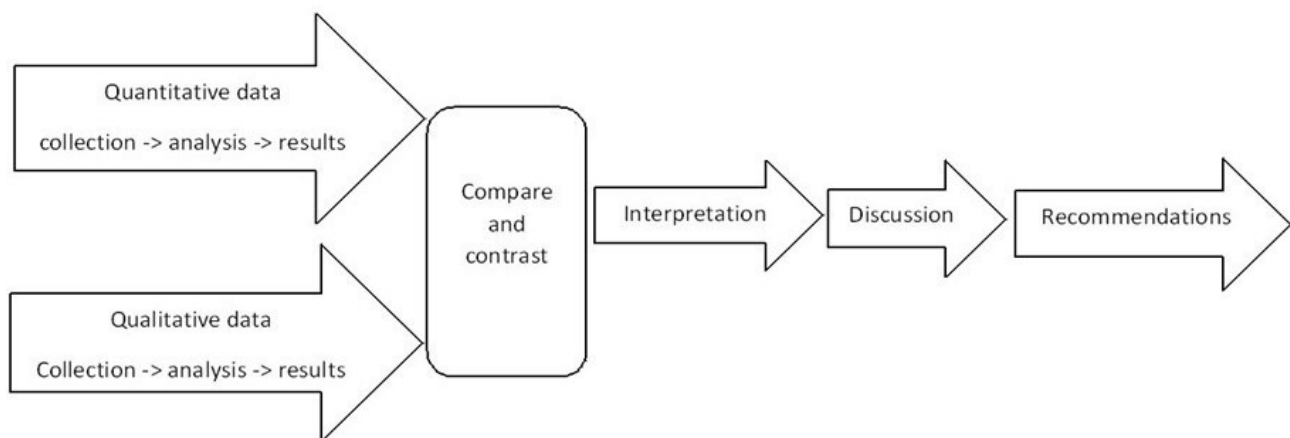
Methodology

Study Design

This study used the mixed methods research (Creswell & Clark, 2018), which involved collecting, analyzing, and integrating both quantitative data and qualitative data. This study was designed to understand in retrospect, participants' late-career experience. The convergence model of mixed methods research was adapted from Creswell and Clark (2006). In this model, quantitative data and qualitative data were collected and analyzed separately, but the results were converged during the interpretation to confirm and corroborate qualitative and quantitative findings.

Figure 1

Convergence Model of Mixed Methods Research Design Used in This Study



Research Assumptions and Research Paradigm

Guba and Lincoln (2005) described the ontological assumptions of a paradigm as participant's view of reality, and the epistemological assumptions as how the reality is created, and the axiological assumptions of a paradigm as the influence of the researcher's

values in clouding the interpretation of participants' reality. This study is inclined towards participatory research. Participatory research is concerned with achieving a balance of autonomy, co-operation, and hierarchy in a culture (Lincoln et al., 2018). Participants are engaged in bringing about the "change" and it

integrates the principle of "deciding for others with others" (Heron & Reason, 1997).

The view of reality in participatory research is subjective-objective and co-created by the mind and the given cosmos (Guba & Lincoln, 2005). This study captured the perceptions of older workers and the reality of their actual experiences in their late-career stage. Participants gave examples that supported their perceptions of management. The epistemological assumptions of participatory research are experiential, propositional practical knowing and co-created findings (Guba & Lincoln, 2005). The WDQ was modified using feedback from participants which then translates to a form of co-created job crafting tool between older workers and their management, to facilitate their late-career planning discussions. In participatory research, language used in the shared experiential context is examined. Participants were engaged together in democratic dialogue as co-

Table 1

Sample Groups

Study	Profile of participants	Sample size	Criteria	Participation
1	Older workers employed by organization Z	10	Age between 55 to 62 years. This age range was chosen because 55 years is the age which Singaporeans can partially withdraw from the mandatory saving scheme under the Central Provident Fund (CPF). Savings in CPF is liken to pension for retirement purposes. The mandatory retirement age is currently 62 years. Employed by Organization Z for at least 20 years and were undergoing the late stage of their career, before retirement.	Face-to-face in-depth interview on their late-career experiences
2	Retirees who previously worked in various organizations	103	Age between 60 to 72 years. The retirement and re-employment age in Singapore are 62 and 67 years respectively. Giving an age range of 60 to 72 years was to include those who retired slightly earlier or slightly later.	Face-to-face in-depth interviews and questionnaire on their pre-retirement discussions with management
3	Older workers and retirees from various organizations	110	Age between 50 to 70 years This age range was chosen to include older adults who fall within the spectrum	Online survey on their late-career

researchers and co-subjects (Heron & Reason, 1997). The qualitative analyses were based on "voices" of participants and represented in the discussion of this study.

This study used bi-directional deductive and inductive coding for analytical method. Deductive coding method (Christians & Carrey, 1989) was first used on the qualitative data analysis of the interview transcripts. Inductive coding was then used to tally the findings stemming from deductive coding (refer to Table 2).

Participants

According to Onwuegbuzie and Johnson (2004), a minimum sample size of 82 participants for mixed methods research (correlational design and two-tailed hypotheses) is sufficient. Sample size and participant characteristics for the three parts of this study are presented in Table 1.

			of pension withdrawal age of 55 years and the re-employment age of 67 years.	
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Data Collection

Data for this study was collected through in-depth interviews (Study 1 and Study 2), a questionnaire (Study 2) that was administered face-to-face, and an online survey (Study 3). The time taken for the interviews ranged between 45 to 60 minutes and another 5 to 10 minutes for the questionnaire.

Older worker participants for Study 1 were recruited through a referral in Organization Z. Organization Z is a large-scale organization with at least one thousand employees. Organization Z was chosen because its HR policies and practices adhere closely to standards set by the government. The experiences of participants from Organization Z were assumed to be more representative of the population in general, as compared to a small to medium size organization.

Retiree participants were recruited through referrals from grassroots associations and through snowball sampling. Initial participants from the grassroot associations further recruited their associates for this study based on the inclusion and exclusion criteria. Participants for the interview, for the questionnaire and for the online surveys, were recruited through snowball sampling. Snowball sampling allowed better control over the profiles of participants for recruitment because only eligible participants were recruited. Snowball sampling was useful in ensuring full response rates as only prospective subjects who were keen to participate in the study were referred.

Qualitative Data Measures and Procedures for Study 1 and Study 2

In-depth interviews were conducted with guided questions. The interview included questions on participant’s profile (e.g., caregiving demands, health status of participants) followed by pre-retirement discussion with the HR department or

supervisors. Participants were asked to elaborate on the discussions they had with management about their career aspirations, challenges, adjustments needed for their work arrangements, and the feedback they received in their staff appraisal report. Participants described their views on the HR practices, policies, management of their organizations, and their preferred HR arrangements. The interview questions were designed based on the research questions of this study.

Quantitative Data Measures and Procedures for Study 2

Based on data collected, this study has adapted and modified the Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006). The modified WDQ is a job crafting tool to facilitate late-career planning discussions, in order to achieve change through job redesigning. Based on the themes that emerged from Study 1, questions in the original WDQ were streamlined for relevancy. Categories from the original WDQ that did not surface from the interview responses were omitted. The omitted categories from the original WDQ were “job complexity,” “information processing,” “interdependence-initiated independence,” “received interdependence,” and “equipment use.”

Following the themes that emerged from the analysis of the interview responses and online survey, additional questions were crafted and added into the modified WDQ (Appendix). These questions pertained to “HR policies and practices,” “opportunities for training,” and “involvement in projects.” A section to profile the older workers’ needs and preferences was also added. Questions in this section were concerned with the older worker’s personal commitments, health conditions, preferred work arrangement, preferred level of work commitment, and retirement planning. Other

modifications were made to the WDQ and elaborated under the section on “Recommendations.”

In Study 2, the dependent variables were “desire for extended work” and self-perceived “confidence in work ability.” Independent variables were “stress level” in the last five years of work before retirement, feelings of respect and being valued by the organization, participants’ perception of whether management was pro-older workers, and whether employment practices were fair towards older workers.

As late-career planning discussion facilitate job redesigning to achieve a better fit between the job and the older worker, this study assumed that late-career planning will reduce stress and increase work morale. A better person-job fit will also maximize the potential and competency of older workers and optimize their work performance. It was also assumed that open communication between management and workers will encourage HR discussions and changes that support extended work span.

Therefore, the questions were designed to understand if the desire and the confidence for extended work life were positively associated with these factors, which in turn can be achieved through late-career planning and job crafting. Responses to these questions were rated on a five-point Likert-scale coded from 1 (being the most positive) to 5 (being the most negative).

Quantitative Data Measures and Procedures for Study 3

Binary question with “yes” and “no” answers were designed for questions pertaining to caregiving involvement, as defined by direct

involvement in looking after a family member. Participants were also asked to indicate the prevalence of chronic illnesses – diabetes, high blood pressure, and lipid disorder (high cholesterol) – by selecting the number of chronic illnesses they have.

To determine participants’ motivation to continue work, participants were asked to indicate their preference between retiring at the mandatory retirement age or to extend employment with reduced time or reduced work load and corresponding less pay. Participants were then asked to rank what they valued at work by selecting from a given list of values.

Study 1 and 2 Qualitative Data Analysis

All interviews conducted with employees of Organization Z and on the 103 retirees were transcribed and coded. Themes were identified and grouped, with meaningful examples and significant sentiments being selected to compare the experiences of the participants.

Deductive coding method (Christians & Carrey, 1989) was first used on the qualitative data analysis of the interview transcripts. Based on the research questions, information was grouped into four main categories. Following which, the emerging themes were identified and clustered under the four categories. Words and phrases from the interview responses that support the themes were further grouped under the relevant themes. Following deductive coding, another layer of inductive coding was used to verify the analysis stemming from deductive coding. For inductive coding method, the transcripts were analyzed and words or phrases were identified, grouped into relevant themes and then further fitted into categories that answer the research questions.

Table 2
Bi-directional Coding and Analysis

Deductive coding →

Categories based on research questions	Primary themes	Associated codes	Responses
Profile and needs	<p>Familial demands</p> <p>Personal health Conditions</p> <p>Financial concerns</p>	<p>Caregiving Grandparenting (data from online survey)</p> <p>Chronic illnesses (data from online survey)</p> <p>Financial insecurity Medical expenses Retirement planning</p>	<p><i>“Having discussions on available retirement options would allow the older worker to plan and adjust lifestyle changes and expectations as a re-contract worker will receive lower pay, less medical benefits and leave entitlements. Moreover, if the organization plans to deploy the retiring older worker to a different job scope, it would be good to give sufficient lead time to allow the older worker to thoroughly consider the change or even have a trial stint on the new role to gauge if he is able to perform well in the proposed new role”.</i></p> <p><i>“For people at our age, we are most worried about health issues and finances. Afraid to fall sick and worried that we don’t have enough to pay for treatment if we stop work”</i></p>
Work values	<p>Autonomy</p> <p>Variety</p> <p>Task significance</p> <p>Training and development</p> <p>Feedback from management</p>	<p>Decision-making Job rotation</p> <p>Mentor Work that is visible and impactful</p> <p>Not being groomed</p> <p>Lack of opportunities to be profiled</p> <p>Not respected Work is not valued</p>	<p><i>“I am left out of some important meetings, functions and events. My whole team is gone but I stay behind in office to do work.”</i></p> <p><i>“Older workers are like back-ups”</i></p> <p><i>“My age was cited as a limitation to my career when I was 56 years old, however I have a colleague in the same department who was promoted at 60 years old. Age was clearly not a valid limiting factor!”</i></p> <p><i>“When they have the intention to promote a particular colleague, they will intentionally give this colleague work of higher value and visibility to profile her for promotion”</i></p> <p><i>“Management doesn’t give older workers the luxury of time and prefer younger workers, whom they view to be faster learners. In addition, management values younger workers whom they view to have a longer timeline for grooming and for contribution to the organization. As a result, the management tends to give more opportunities to the younger workers”</i></p>

Categories based on research questions	Primary themes	Associated codes	Responses
Current work experience	<p>Work relationships</p> <p>Motivation level</p> <p>Job engagement</p> <p>Stress level</p>	<p>Work insecurity Distrust</p> <p>Low morale Lack motivation</p> <p>Unimportant Not valued</p> <p>Fast pace Compared against younger workers</p>	<p><i>“I am not given important things to do”</i></p> <p><i>“I don’t feel important to the organization”</i></p> <p><i>“I feel like they are waiting for us to retire so that they can recruit younger ones to fill our positions”</i></p> <p><i>“I have mixed feelings. On one hand, I feel sour that management values younger workers more than older workers, yet I can understand that our experience is getting redundant, following the technological changes. In fact, younger workers can do what older workers do, and even better. Their training is current and could be more relevant than our experience. They should have a different league to rank younger workers and older workers separately”</i></p>
Work preferences	<p>Commitment</p> <p>Extended work life</p>	<p>Part-time Flexi hours Reduced load</p> <p>Re-employment Re-contract Retirement</p>	<p><i>“I don’t mind being paid less as long as they want to keep me”</i></p> <p><i>“Part-time is just nice. I don’t want stress”</i></p> <p><i>“Higher management threatens that my re-employment contract is not a guarantee” and when I approached my supervisor to ask if I can be re-contracted till 67 years old, she said that “this (organization) is not a retirement village... older workers are unwanted and they do not wish to retain older workers”.</i></p> <p><i>“It will be good if they can give us more information or let me know where can I find the information on remuneration packages for re-employment contract, so that I can have some time to consider if I should continue working and I can have some figures to do my retirement planning more accurately.”</i></p>

← Inductive coding

Study 2 Quantitative Data Analysis

The responses for the self-rated questionnaire were evaluated using the five-point Likert scale and analyzed using non-parametric statistics. The five-point Likert scale ratings were grouped into three categorical variables to indicate low, mid, and high levels of each variable e.g., low, mid, or high level of stress. The grouping of each categorical variable was based on “0 to 2 point” as “low,”

“3” point as “mid,” and “4 to 5” point as “high.” Following which, Chi-square tests for bivariate analyses to compare independent variables “stress level,” “felt respected,” “fair treatment,” “management that is pro-older workers” with dependent variables “desire to continue working” and “confidence in work-ability” was used.

Study 3 Data Analysis

For the online survey, a frequency distribution analysis and a cross-tabulation of the data was used to generate a profile of participants and overall scores for variables of interest. The preferences of participants in terms of what they value at work was ranked. Skewness was determined graphically using a histogram with a superimposed normal plot. The selection process begins with a univariate regression analysis of each variable. Any variables that have a significant univariate test at p-value cut-off point of 0.20 was selected as a candidate for the multivariate regression analysis (Bursac et al., 2008). The STATA v15 (StataCorp LP, USA) software was used for the statistical analysis, with the significance level set at P.

Methodological Integrity, Credibility, & Triangulation

The Institutional Review Board of the Singapore University of Social Sciences (SUSS) has approved this study. Participants were briefed and given an information sheet. Their consent was sought before the interviews were conducted. Audio-recordings of the interviews and all hard copies of documents are stored in a secure place. Soft copy documents were password protected. Follow-up communications were made to participants for clarification purposes and to ensure accuracy of the data collected. An academic of SUSS supervises this study and has access to all audio-records and transcripts for vetting purposes.

Saturation point for qualitative data was reached when approximately 50 interviews

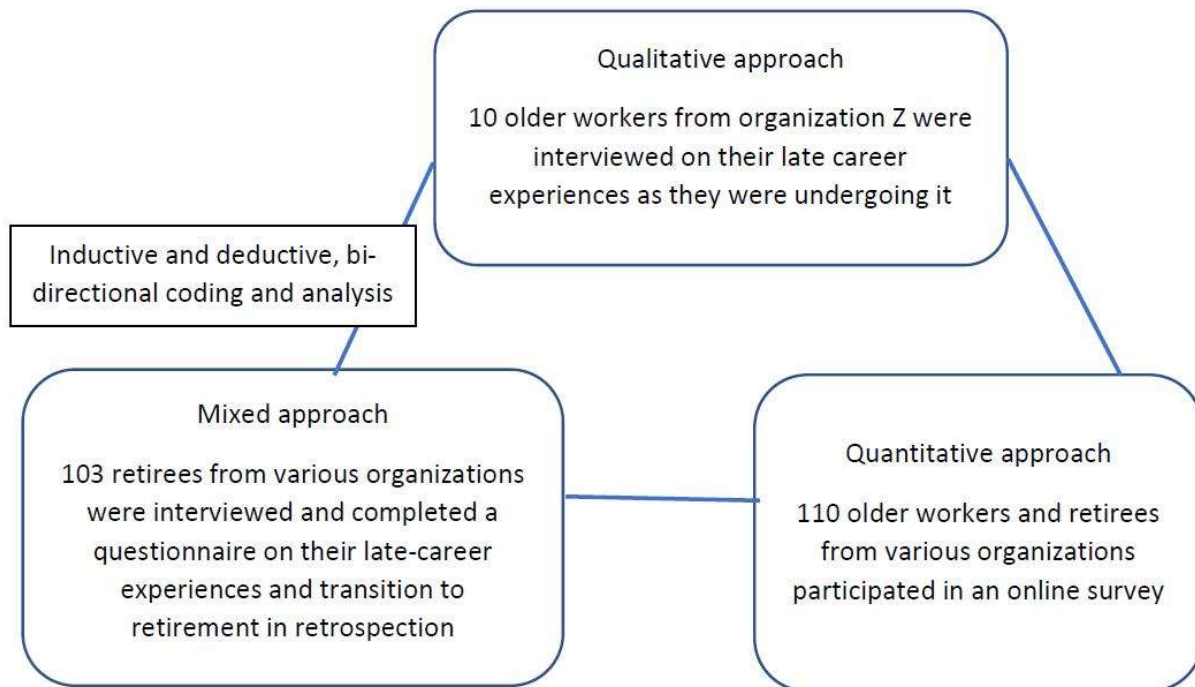
were conducted. Citing quotations from the transcripts, a "thick description" of the participants' experiences and the contexts in which those experiences occur (Morrow, 2005) were detailed in the discussion of this paper. Qualitative data collected after saturation point supported preliminary analysis and added richness to the preliminary data.

Multiple layers of meanings embedded in the local context were decrypted to show inner perceptions and inter-relations between participants and the management, in the context of Singapore's labour policies and a seemingly age-biased culture. An example of inner perceptions was participants' perceived unfairness in management's treatment of older workers, their low work morale, and job insecurity. An example of inter-relations was the concern of retirement and management's lack of interest to retain them, which would then affect their financial resources for medical needs.

Adhering to the research standards set by Elliott et al. (1999), the researcher was cognizant that personal values and assumptions could affect research. As this study adopted the lifespan perspective, the researcher's inherent bias was that workers at different life stages have different needs. This study was also grounded in examples, as quotations were provided to support analysis.

Data triangulation and methodological triangulation (Easterby-Smith et al., 1991) were used. Data collected from three different sources were combined and compared. A mixed methods approach was used to increase confidence.

Figure 2
Data and Methodological Triangulation



In this mixed methods research, the data was converged to support and confirm the findings. The analysis of the data in this study had also utilized both deductive and inductive coding to confirm the analysis. Bi-directional analytical method lends credibility to the method and findings. The findings tallied when deduced and when induced from the data. Credibility checks were also conducted when the researcher sought validation of the interpretation of the data from participants.

Results

Older Workers' Experiences of Late-career Planning

When the participants were asked if they had late-career planning discussions with their supervisors, all the participants were unfamiliar with the concept. It was then briefly explained to the participants what late-career planning meant. Thereafter, only three participants responded affirmatively. Even for these three participants, it turned out that the intention behind their discussions was not for the benefit

of the older worker, but rather to manage the expectation of the older worker. A 60-year-old female participant noted that during the "late-career discussion," the supervisor had said that he "can't do much [for my career development]."

In fact, the absence or the lack of discussion between management and older workers can breed distrust. A 65-year-old female participant revealed that during her staff appraisal report, her supervisor kept using her age as an excuse to mask other reasons against her career progression. She gave an example to support her view: "my age was cited as a limitation to my career when I was 56 years old, however I have a colleague in the same department who was promoted at 60 years old. Age was clearly not a valid limiting factor!"

Another 65-year-old female participant felt that she was deprived of promotion opportunities because the organization practiced favoritism: "when they have the intention to promote a particular colleague, they will intentionally give this colleague work of

higher value and visibility to profile her for promotion.” This sentiment was echoed by a 56-year-old female participant, who felt that older workers were given work that was “not as high-profile” as those of younger colleagues so that the organization can conveniently explain to older workers that there was insufficient justification to push for their promotion.

The absence of late-career discussions had also fostered other negative sentiments towards management. A 62-year-old female participant complained that “older workers are like backups” because older workers are “not given important things to do.” She cited the example that she was “left out of some important meetings, functions, and events. My whole team is gone but I stay behind in the office to do work.” A 65-year-old female participant felt that the management viewed them as liabilities and “are waiting for us to retire so that they can recruit younger ones to fill our positions.” She added that her “higher management threatened that my re-employment contract is not a guarantee, and when I approached my supervisor to ask if I can be re-contracted until 67 years old, she said that this (organization) is not a retirement village.....(shakes her head) so you see, older workers are unwanted and they do not wish to retain older workers.”

Participants would like management to discuss late-career planning with them, and as a precursor to retirement.

A 65-year-old female participant explained:

“Having discussions on available retirement options would allow the older workers to plan and adjust lifestyle changes and expectations as a re-contract worker will receive lower pay, less medical benefits, and leave entitlements. Moreover, if the organization plans to deploy the retiring older worker to a different job scope, it would be good to give sufficient lead time to allow the older worker to thoroughly consider the change or even have a trial stint on the

new role to gauge if he is able to perform well in the proposed new role.”

Participants Valued Flexi-Hour Work Arrangements and Work Autonomy

All participants agreed that there are aspects of Organization Z that are age-friendly, particularly the flexi-hour work arrangement, which is available to all age groups. Flexi-hour allows the employees of Organization Z to select a preferred time to start work, ranging from 7 to 10am, and end work in accordance to the start time, ranging from 4.30 to 7.30pm. A 55-year-old male participant said that “actually this flexi time thing is good. I like to start work early, beat the jam and I can do a lot more things after work.”

In addition, participants expressed preference to transit to part-time work arrangements in their career employment before they fully retire. A 56-year-old female participant said that “part-time is just nice. I don’t want stress.” Participants were also agreeable to pay reduction commensurate with their reduced work load and work hours. A 66-year-old female participant said that “I don’t mind being paid less as long as they want to keep me.”

Non-age friendly aspects of the work ranged from physical to non-physical work. A 62-year-old female participant said that the collection of certain stationery, such as reams of paper, could be heavy. A 65-year-old female participant added she gets “teary eyes” and “back aches” because her deskbound job required her to use the computer for long hours every day. A 62-year-old female participant experienced blurry vision after prolonged staring at the computer screen and suggested that “they (management) should automate some of these processes.”

Mixed responses were obtained with regards to being compared to younger colleagues. A few participants felt that management values productivity instead of

experience and they tend to lose out to younger workers when management favors productivity. However, older workers also felt that technology had rendered some of their experiences obsolete because things are done differently.

A 56-year-old male participants said:

“I mean you can’t blame them because the younger ones are good in IT so they are faster and make us look bad. We have the experience but our experiences don’t really count because anyone can do this job. Our experiences are not quite relevant in today’s context. The IT keeps changing. Our experiences are redundant if it cannot be applied. The tools and systems that the organization use have changed.”

However, work concerns are secondary concerns. Participants are most worried about health issues and not having sufficient finances for health and medical expenses.

A 62-year-old female participant said that “for people at our age, we are most worried about health issues and finances. Afraid to fall sick and worried that we don’t have enough to pay for treatment if we stop work.” Due to these concerns, the issue of contract renewal once they reach the official retirement age of 62 years old weighs heavily on their minds. The security of their employment became a major concern because participants were aware that remaining employed is important in meeting their afore-mentioned needs. They rely heavily on a continued stream of income as not all participants have strong savings and most do not have pension plans.

The two main motivations to work were their passion for their jobs and the income they receive. Older workers in the organization take pride that they have been in this organization for most of their formal careers, and stated that they stayed this long in the same organization because they love their job. A 56-year-old male participant explained that “I like my job. If not, I wouldn’t stay here for so long.”

Participants take professional pride knowing that they were the stalwart workers of the organization and possess a strong job identity. Older workers are cognizant that they have contributed and can continue to contribute to the organization.

Driven by both the passion for the work and financial insecurity, participants agreed that re-employment after 67 years old should be offered to older workers who wish to continue working and are mentally and physically fit. They would prefer to have this option available, rather than adhering strictly to a law that mandates for all older workers to retire at 67 years old. A 62-year-old female participant said that she would like to “continue working until my health fails me.”

Participants also suggested that they should be given relevant training and opportunities to mentor the younger workers, so that they could remain “employable.” Participants also felt that if management is more understanding towards older workers, it will make the work more desirable for older workers to stay employed. A 65-year-old female participant explained that the management should taper their demands and expectations on older workers, “you can’t expect us to learn and perform at breakneck speed.”

Information on re-employment and remuneration benefits should be made more available. A 50-year-old male participants said that “I don’t know how it works... how much we will be paid, whether we will get a pay cut for example, so I don’t know if I can save enough for retirement.” Older workers in this organization were aware that they would receive a large pay reduction when getting re-employed after 62 years old, but they did not know how much the reduction would be. The lack of information on retirement hampered their financial retirement planning.

Information on amendments to the remuneration and welfare package such as the quota for annual leave, sick leave, and medical schemes for re-employed older workers under

contract, should also be made readily available. A 65-year-old female participant said that she would also like “to have information on the various job options available, e.g., part-time schemes.”

65-year-old female participant explained that:

“It will be good if they can give us more information or let me know where can I find the information on remuneration packages for re-employment contract, so that I can have some time to consider if I should continue working and I can have some figures to do my retirement planning more accurately.”

Key Characteristics of Older Workers

Table 3

Older Workers’ Familial Commitments, Health Status and Attitudes toward Work		Prevalence
Familial Demands	Involved in Caregiving (%)	60 (54.5%)
	Not Involved in Caregiving (%)	50 (45.5%)
Prevalence of Chronic Illnesses (%)	Not suffering from any chronic illness	37 (33.6%)
	Suffers from at least one chronic illness (%)	73 (66.4%)
Motivation to Extend Employment Beyond Retirement (%)	Want to Retire	1 (0.9%)
	Willing to Extend Employment with Reduced Load and Reduced Time with Correspondingly Less Pay	109 (99.1%)
Ranking in order, from the most important value to the least important value to older workers:	<ol style="list-style-type: none"> 1. Relationship with Colleagues 2. Work-Life Balance 3. Fair Treatment 4. Work Meaningfulness 5. Job Autonomy 6. Learning and Development 7. Receiving Feedback 8. Recognition and Respect 9. Job Autonomy 10. Job Control 11. Remuneration 12. Job Variety 13. Career Progression 14. Job Complexity 	

Sixty respondents (54.5%) were involved in caregiving, indicating that caregiving was one of the familial demands which older workers might increasingly be involved in, as their spouse or parents age. Seventy-three respondents (66.4%) suffered from at least one chronic illness, which indicated that older workers have higher health needs. The three most prevalent chronic illnesses in Singapore are diabetes, high blood pressure, and lipid disorder (high cholesterol). These chronic illnesses do not necessarily lead to higher

absenteeism rate if properly managed by medication and treatment schedule can be forecasted.

Only one out of the 110 participants chose to retire if he or she is unable to commit to working with the same intensity. This is an indication that almost all respondents desire to extend their work lifespan as much as possible and are willing to take a pay cut to continue working with reduced hours or workload.

Participants rated their “relationship with colleagues,” receiving “fair treatment,” and

“work-life balance” over “career progression” and even “remuneration.” The ratings suggest that respondents cherish their relationships with colleagues more than monetary rewards and promotion. Giving a relatively higher rating to “fair treatment” also suggest that older workers can be significantly affected by age stereotyping and discriminatory behaviors at work.

Perceptions of Late-career Planning as a Function of Gender and Income

Frequencies analysis was carried out on the gender and income groups of participants’ who desired to have late-career planning and those who believed that late-career planning would affect their retirement satisfaction. According to the statistics gathered by the Singapore Ministry of Manpower, in 2017 the median monthly gross income (based on employee CPF contribution) was approximately SGD 4232. Using this median income as a gauge, this study defines low-income earners as those who earn below SGD 3000 per month, middle-income earners as those who earn between SGD 3001 to SGD 6000 per month, and high-income earners as those who earn above SGD 6001 per month (as their last drawn salary before retirement), for the purposes of this study.

Only five out of 103 participants do not desire late-career planning because they do not think that late-career planning will enhance retirement satisfaction. These five participants are females and the reasons given were familial needs (full-time caregiving demands, full-time grandparenting needs, and prioritizing family time) and low income which did not justify the time and effort of reduced work (part-time or flexi-hours) at an even lower pay, hence late-career planning cannot assist them in balancing their familial needs and work.

17 male and female participants did not think that late-career planning was feasible in their organizations. The main reasons cited by female participants were unhappiness with management and the fact that, as a small company, there was little room for late-career

manoeuvring. For those who were unhappy with management, they did not think that their management was keen to facilitate late-career planning discussion as their work relations were soured. Apart from unhappiness with management, the other main reason cited by male participants was that they were high appointment holders, so the nature of their role does not allow for a part-time commitment. Even for organizations that can accommodate reduced hours and reduced work load, they reasoned that the stress level will still be relatively high, hence they do not think that late-career planning can be facilitated in their cases.

Based on the responses of the retirees, it was observed that gender and income influence participants’ belief in late-career planning vis-à-vis the option to retire. Females tend to prioritize familial needs over work and when combined with low income, retirement vis-à-vis an arrangement for reduced work via late-career planning can be more attractive. Males on the other hand appear to be more influenced by their income level and work appointment. High income earners and high appointment holders were of the view that late-career planning was not applicable in their situations.

Late-Career Planning Can Encourage Older Workers’ Desire and Confidence in Extended Work Span

The p-values of “working under a management that is pro-older workers,” “fair employment practices,” “stress level,” and “feeling respected” were measured against participants’ “desire to continue working” and “self-confidence in work ability” by using the chi-square, significant at $p < 0.05$ (refer to Table 5). The results showed that working under a management that is pro-older worker and fair employment practices, had significant positive associations with participants’ desire to continue working (and self-confidence in work ability, while stress level had a significant negative association with participants’ desire to continue working and self-confidence in work

ability. Feeling respected also had a significant association with the desire to continue working but had no statistically significant association with self-confidence in work ability.

Late-career planning, which exemplifies these qualities, can therefore encourage older workers to feel confident in their work ability

and sustain the extended work life more comfortably with modifications to their job. Stress level was negatively associated with the desire to continue working and self-confidence in work ability. Late-career planning aims to reduce older workers' stress level if the job is re-designed to better meet their needs.

Table 5
Influences of Desire to Continue Working and Confidence in Work Ability

	Mean (SD)	P-value of Dependent variables	
		Desire to continue working	Confidence in work ability
Stress level	3.4 (1.1)	<-.01	<-.01
Felt respected	2.9 (0.92)	< .01	0.06
Fair treatment	(2.97 (0.93)	<.01	0.25
Management is pro-older workers	2.65 (1.1)	<.01	0.02

“Stress level,” “feel respected,” “fair treatment,” and “management is pro-older workers” are significantly associated with the desire to work, $p < .01$ for all the predictor variables. “Stress level,” “fair treatment,” and “management is pro-older workers” also explained a significant proportion of variance in “desire to work,” $F = 22.73$, $F = 16.05$, $F = 13.5$, and $F = 18.8$ respectively.

“Stress level” and “management is pro-older workers” are significantly associated with “confidence in work ability,” $p < .01$, and $p = .002$ respectively, and also explained a significant proportion of variance in “confidence in work ability,” $F = 32.63$, and $F = 10.11$ respectively.

“Feel respected” and “fair treatment” are not significantly associated with “confidence in work ability,” $p = .06$ and $p = .25$, with $F = 3.65$, $F = 1.35$ respectively, as variance in “confidence in work ability.”

Discussion

The Concept of Late-career Planning

Based on the findings from this study and using lifespan development theories namely SST and SOC, this study proposes incorporating the concept of Late-career planning into HR policies and practices. While human resource theories focus on development, deployment, and decision-making in relation to work and career, this study proposes factoring the other aspects (physical, physiological, psycho-social, cognitive, and familial need) of an older worker's life. This will involve adopting a more holistic approach towards the

work design, management, and career planning of an older worker's career.

The need for Late-career planning is based on the rationale that as an employee ages, there may be changing needs, abilities, preferences, and attitudes, resulting in widening gaps between the job fit and the older worker. An older worker may experience more health issues, physical challenges, cognitive decline, and changes in familial roles and responsibilities, all of which require adjustment to their jobs. An older worker may also alter their priorities in life. While some participants prefer work continuation at a slower pace, all participants in this study had expressed the

desire for continuous training and development so as to retain their competitive edge and maintain their employability.

In fact, they have asked for transfers to other departments to have a change in job scope as they believe that work variety can continue to engage them and break the monotony. This attitude is a departure from earlier theories such as Levinson's (1990) last transition of readjustment from work to more leisure time, and Super's (1980) final stage of decline at work for older adults in their sixties.

We will also need to consider demographic and economic changes. Compared to the past, people are living longer and medical expenses are rising. This means that older adults can work longer and some of them are compelled to work longer to support old age (Beehr & Bennett, 2015). In fact, retirement studies are suggesting that bridge employment is trending (Wang & Shultz, 2010; Zhan & Wang, 2015; Zhan, 2016). Studies found that older adults wish to remain in the work force beyond the mandatory retirement age while others have turned to bridge employment to fulfill their need for financial resources or to occupy time. According to the Department of Statistics (Singapore), the life expectancy was 80.7 years for males and 85.2 years for females in 2017. If older workers were to retire at the official retirement age of 62 years and be re-employed till the official recommended age of 67 years, the older worker will have an average of 13 to 18 years of retirement to finance.

Comparing Late-career Planning to Retirement Planning

Late-career planning applies lifespan development theories and seeks feedback from older workers for workplace interventions that optimizes older workers' abilities. It aims to meet the unique needs of the older workers so that their job roles and responsibilities are comfortable, yet ensuring their continued growth and development as professionals.

Late-career planning also considers the aspirations of the older workers rather than

adopting an age-biased the view that "older workers are waiting to be phased out." Late-career planning views that "older workers as assets to contribute to the organization and require the management to adjust the work roles of the older workers to optimize their contributions.

When successfully implemented, late-career planning can motivate and engage the older worker in their optimal job design. Retirement planning, on the other hand, aims to prepare the older worker for life after the cessation of work, such as financial planning to budget for retirement years.

Recommendations

Late-career Planning Conceptual Model

The below model (Figure 3) illustrating the concept of late-career planning is proposed. The upper part of the model profiles the older worker and his or her needs, while the bottom part of the model illustrates the concept of job-crafting to design work that maximizes the older worker's strengths and also to effectively motivate older workers. Wrzesniewski and Dutton (2001) described job crafting as the customizing of job characteristics to the worker's needs, abilities and preferences.

As Kooij (2015) summarized in her review of lifespan psychology literature and organization psychology literature, on proactiveness as a key characteristic or attitude for older workers to possess, the model has incorporated some proactive behaviors which older workers should adopt. The model also listed older workers' desired organizational support to serve as guiding principles for job crafting. In this manner, the late-career planning conceptual model is a dynamic and interactive model involving the inputs of both the older worker and the management. The late-career planning model aims to promote successful aging at work by achieving a person-job fit between the changing needs of the older worker and the job design.

Using the Modified Work Design Questionnaire (WDQ) as a Job Crafting Tool

Following the themes that emerged from the analysis of the interview responses and online survey, additional questions were crafted and added into the modified WDQ (Appendix). Questions that were added to the modified WDQ pertained to “HR policies and practices,” “opportunities for training,” and “involvement in projects.” A section to profile the older workers’ needs and preferences was also added to the modified WDQ. Questions in this section of the WDQ were concerned with the older worker’s personal commitments, health conditions, preferred work arrangement, preferred level of work commitment, and retirement planning. Other modifications were made to the WDQ and elaborated under the section on “Recommendations.”

Based on the responses, preferences, and views expressed by the participants, this study finds strong resonance with Armstrong-Stassen’s (2008) seven HR practices (flexible working options, training and development for mature workers, training for managers recognition and respect, age-friendly job designs, performance evaluations and regular feedback, and compensation) and Taneva et al.’s (2016) nine desired organization support values (work meaningfulness, social cohesion, knowledge transfer, feedback, recognition and voice, compensation and benefits, work-life balance, job control, learning and development) for older workers.

In line with the recommended HR practices by Armstrong-Stassen (2008) and Taneva et al. (2016) this study has adapted and modified the Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006) to understand the kind of HR practices older workers preferred so as to assist the management in designing the work of the older workers accordingly. The modified version of the WDQ can be found in the Appendix.

Modifications made to the WDQ were firstly to change the language to the first-person perspective i.e. “I prefer ...” instead of “The job...,” so as to better represent the preferences of older workers and their needs. The second modification was to include questions pertaining to personal commitments, preferred work commitments, preferred work arrangements, health conditions, and retirement preferences. The third modification was to streamline the WDQ with questions that followed the recommendations from Armstrong-Stassen’s (2008) seven HR practices and Taneva et al.’s (2016) nine desired organization support values. This study grouped the questions under Kooij et al.’s (2014) four new HR bundles for ageing workers:

1. Development HR practices (e.g., training), with the aim of helping older workers reach higher levels of functioning – these can be termed “growth goals.”
2. Maintenance HR practices (e.g., conducting early discussions on re-employment post retirement age, so as to assure job security), with the aim of helping workers maintain functioning in face of new challenges - “maintenance goals.”
3. Utilization HR practices (e.g., task variety), with the aim of helping workers recover earlier levels of functioning by replacing job roles with new ones that older workers may potentially adapt well and perform – “recovery goals.”
4. Accommodating HR practices (e.g., reduced work load if the older worker prefers so), with the aim of helping older workers cope with their depreciated functioning and yet not displacing them – “regulation of loss goals.”

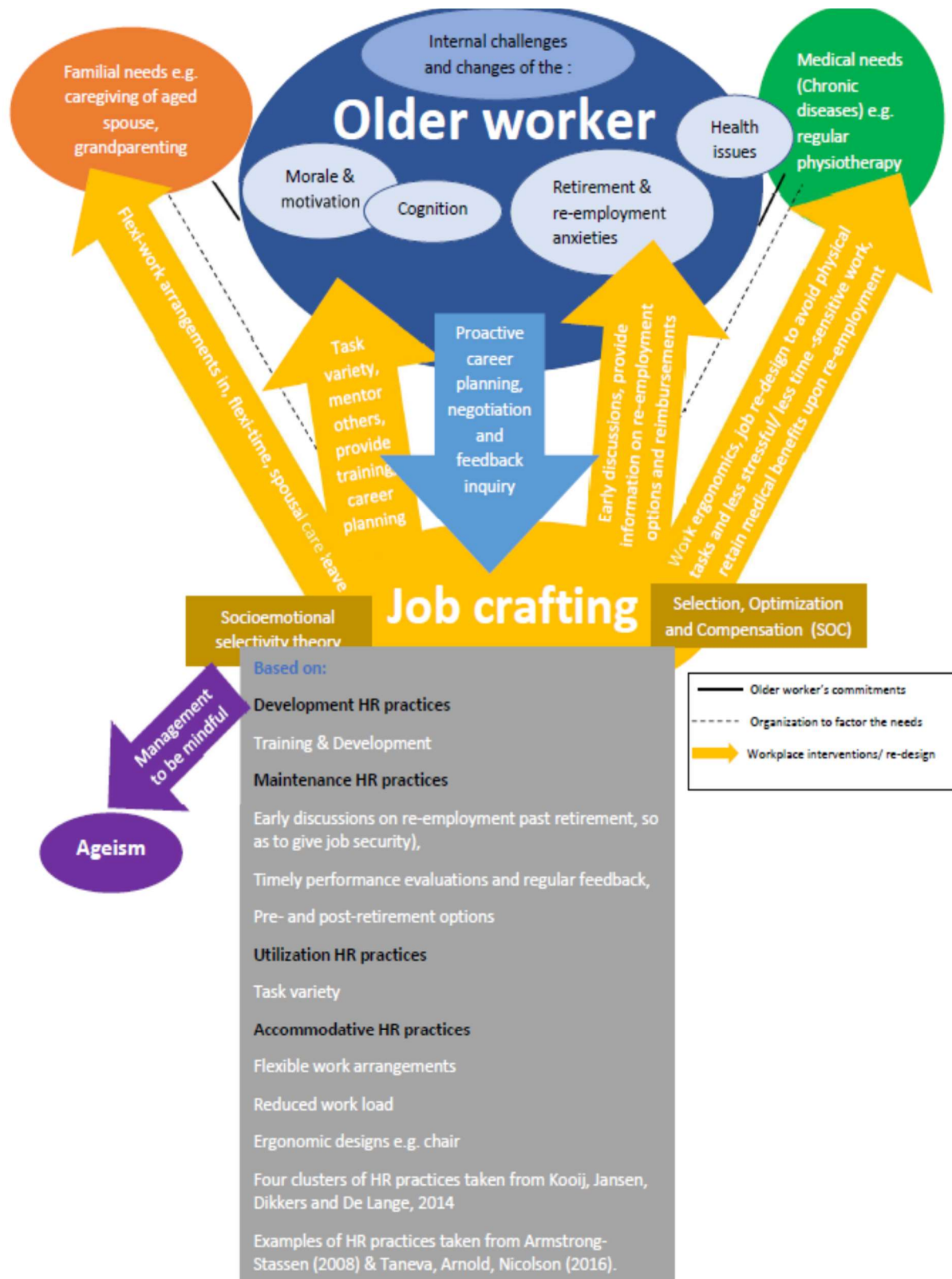
Against this backdrop, the study recommends that managers be trained to conduct late-career planning. As a tool for late-career planning and work place intervention for older workers, management can use the modified WDQ to seek feedback from older

workers and implement workplace interventions accordingly.

The late-career planning conceptual model is a comprehensive model that factors theoretical perspectives and proposes practical ways for the design of HR policies and practices for older workers. Based on the discourse between the management and the older worker and a proper profiling of the older worker. The starting point for late-career planning is by taking the needs and characteristics of the older

worker into consideration. The arrow in the middle shows the two-way relationship, which requires the older worker to be pro-active. With the management facilitation's and older worker's feedback, job-crafting can be efficiently executed. Design of the HR policies for older workers are classified into four categories of "development," "maintenance," "utilization," and "accommodative" HR practices.

Figure 3
Conceptual Model of Late-career Planning



Strengths and Limitations

This is a small-scale study which was designed to obtain detailed views of older workers. A larger scale study will be more representative of the population. In addition, this study was confined within the context of Singapore. Multi-context studies can be conducted for comparisons and to factor in the influence of culture, demographic characteristics, national policies, and cohort differences of older workers.

As modifications were made to the WDQ, the validity of the questionnaire could be affected. This study had assumed that the inclusion of questions pertaining to the older worker's personal needs and preferences could better inform the management in HR planning matters for the older worker. However, some of the questions from the original WDQ were omitted and technicalities in terms of the language used were altered. Another study is required to assess the validity, reliability, and effectiveness of the modified WDQ and to assess its suitability in cross-cultural contexts.

To the author's knowledge, this is the first study to explore the use of a job crafting tool to facilitate late-career planning. More research can be done to understand the characteristics, attitudes, needs, and motivations of older workers in order to design tools that can assist in their late-career planning. Studies can also be conducted to assess the willingness and competency of management to discuss and facilitate late-career planning.

Going forward, this study proposes conducting more studies on larger groups of older workers to further crystallize the concept of late-career planning and the practice of late-career discussion. This study also proposes testing out the modified WDQ and to seek feedback from both management and older workers, so as to further enhance the WDQ into a dynamic and accurate tool for job crafting.

Conclusion

This study has attempted to understand older workers through the use of lifespan development theories. Incorporating findings and recommendations from other studies on organizational psychology and older workers, a conceptual model of late-career planning was constructed and proposed for workplace interventions, and in particular, for older workers' job crafting. This study has also proposed using a modified workplace design questionnaire to base job re-designing on older workers' unique needs so as to improve the person-job fit. Ultimately, the aim of both the late-career planning and job crafting is to promote successful aging at work.

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Appendix

Modified work design questionnaire

Please tick where appropriate and fill in the blanks where applicable

Personal commitments:

- I am a primary caregiver
- I am a secondary caregiver
- I am involved in grandparenting
- None of the above
- Others, please specify: _____

Health conditions

- Asthma
- Chronic obstructive pulmonary disease
- Diabetes mellitus
- Hypertension (high blood pressure)
- Lipid disorders (e.g., high blood cholesterol)
- Stroke
- No chronic illnesses
- Others. Please specify: _____

Work commitment

1. I currently work _____ hours per week
2. I prefer a job that allows me to work _____ hours per week
3. I am willing to accept a commensurate pay reduction for the reduced hours of work
 - Yes
 - No

4. My current stress level at work is:

1 2 3 4 5 6 7 8 9 10

Not stressful  Very stressful

5. I prefer a job that is less stressful.

- Yes
- No


6. I prefer a reduction in work load.

- Yes
- No

7. I am willing to accept a pay reduction of up to _____ % for the reduced work load.

<p>8. I would like a change in my job scope.</p> <ul style="list-style-type: none"> <input type="radio"/> Yes <input type="radio"/> No <p>9. My desired retirement age is _____.</p> <p>10. I would like to phase out as part of my retirement process.</p> <ul style="list-style-type: none"> <input type="radio"/> Yes <input type="radio"/> No <p>11. I would like to start phasing out at the age of _____.</p>
<p>Please indicate the rating that best represents your choice in the right column and fill in the blanks where applicable. 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree</p>
<p>Task Characteristics – Autonomy</p>
<p>Work Scheduling Autonomy</p>
<p>1. I prefer a job that allows me to make my own decisions about how to schedule my work.</p>
<p>2. I prefer a job that allows me to decide on the order in which things are done on the job.</p>
<p>3. I prefer a job that allows me to plan how I do my work.</p>
<p>Decision-Making Autonomy</p>
<p>1. I prefer a job that gives me a chance to use my personal initiative or judgment in carrying out the work.</p>
<p>2. I prefer a job that allows me to make a lot of decisions on my own.</p>
<p>3. I prefer a job that provides me with significant autonomy in making decisions.</p>
<p>Work Methods Autonomy</p>
<p>1. I prefer a job that allows me to make decisions about what methods I use to complete my work.</p>
<p>2. I prefer a job that gives me considerable opportunity for independence and freedom in how I do the work.</p>
<p>3. I prefer a job that allows me to decide on my own how to go about doing my work.</p>
<p>Task Variety</p>
<p>1. I prefer a job that involves a great deal of task variety.</p>
<p>2. I prefer a job that involves doing a number of different things.</p>
<p>3. I prefer a job that requires the performance of a wide range of tasks.</p>
<p>4. I prefer a job that involves performing a variety of tasks.</p>
<p>Task Significance</p>
<p>1. I prefer a job that has significant impact in the lives of others.</p>
<p>2. I prefer a job that allows me to mentor younger colleagues.</p>
<p>3. I don't require a high-profile job.</p>
<p>4. I prefer a job that gives me a supervisory role.</p>
<p>5. I would like to train or to mentor others.</p>
<p>Task Identity</p>
<p>1. I prefer a job that involves completing a piece of work that has an obvious beginning and end.</p>
<p>2. I prefer a job which I can learn new things.</p>
<p>3. I prefer a job that maximizes my strength even if it is limited in scope and variety.</p>
<p>4. I prefer a job that is sufficiently challenging.</p>
<p>Job Performance Feedback</p>
<p>1. I need to know that I have met the expectations of my role.</p>

2. I want to be motivated to exceed the expectations of my role.
3. I need to feel that I make valuable contributions to the organization.
4. I need to feel important in the organization.
Problem Solving
1. I prefer a job that involves solving problems that have no obvious correct answer.
2. I prefer a job that requires me to be creative.
3. I prefer a job that often involves dealing with problems that I have not met before.
4. I prefer a job that requires unique ideas or solutions to problems.
Skill Variety
1. I prefer a job that requires a variety of skills.
2. I prefer a job that requires me to utilize a variety of different skills in order to complete the work.
3. I prefer a job that requires me to use a number of complex or high-level skills.
4. I prefer a job that requires the use of a number of skills.
Specialization
1. I prefer a job that is highly specialized in terms of purpose, tasks, or activities.
2. I prefer a job that requires very specialized knowledge and skills.
3. I prefer a job that requires in-depth of knowledge and expertise.
Interaction Outside Organization
1. I prefer a job that involves a great deal of interaction with people outside my organization.
2. I prefer a job that is more individualistic in nature.
3. I prefer a job that involves a great deal of interaction with my colleagues.
Feedback from Others
1. I would like to receive a great deal of information from my colleagues about my job performance.
2. I would like my managers/supervisors to provide timely feedback about the effectiveness (e.g., quality and quantity) of my job performance.
3. I need to receive tangible rewards such as promotion and better bonuses.
Work Context Ergonomics
1. I need work context ergonomics for the following health conditions: _____
2. I would prefer a job that doesn't require me to work heavily with computers.
3. I would prefer a deskbound job.
4. I would prefer a job that requires me to move around but is not strenuous.
5. I would feel a better sense of belonging if the organization arranges welfare programs for older workers.
Colleagues
1. It is important to me that younger colleagues respect me.
2. It is important to me to enjoy communicating with younger colleagues.
3. It is important to me that younger colleagues are receptive to my guidance.
4. It is important to me that younger colleagues are helpful towards me.
HR Policies and Practices
1. It is important to me that HR policies in my organization are pro-older workers.
2. It is important to me that HR practices in my organization are fair.
3. It is important to me that HR policies and practices are in line with what the government recommends.

<p>4. On a scale of 1 to 10, I opined the fairness of the HR practices for older workers in my organization as</p> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="display: flex; gap: 10px;"> ○ 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6 ○ 7 ○ 8 ○ 9 ○ 10 </div> <div style="flex-grow: 1; text-align: center;">  </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> Very unfair Very fair and good </div>
<p>5. In what ways can the organization be more pro-older workers in the HR policies and practices?</p>
<p>Opportunities for Development</p>
<p>Training</p>
<p>1. I need to be given sufficient training.</p>
<p>2. I feel that even if I am given training, it is difficult to compete with younger workers.</p>
<p>3. I feel that I am not given the same training opportunities as younger workers.</p>
<p>4. I would like to receive training that are particularly useful for my work.</p>
<p>5. I need to feel well-equipped to do my work.</p>
<p>6. I would like my organization to constantly upgrade my skillsets through training.</p>
<p>7. I would like my organization to constantly upgrades my knowledge through training.</p>
<p>Projects</p>
<p>1. I would like to be involved in projects that will groom me or profile me.</p>
<p>2. I would like to have the opportunity to take the lead in some projects.</p>
<p>3. I would like the management to invest in grooming me.</p>
<p>4. I would like to have the opportunity to give presentations.</p>
<p>For management's use. Recommendations: <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/></p>