Index

AARP (American Association of Retired Persons) 175, 271, 294, 295, 300, 374, 375
‘ability–performance nexus problem’ 125, 127
absenteeism 13, 18–19, 50–51, 165–6, 251, 288, 361, 369, 394
‘Accommodate employee differences’ (ACORN imperative) 376
‘actual’ generational differences 25, 27–9
Adams, G. A. 13, 259, 286
adapting physical environments 294
adapting to changing circumstances and motivational goals 188–90, 196–8, 201–4, 206
and resiliency 215–16, 218, 222, 228–30
Adecco (HR consultants) 377
adolescence 84–5, 87, 124, 139, 215–16
advocacy groups 170, 171–5, 366–7
age audits 352
age discrimination legislation 16–17, 97, 98–9, 103–13, 236–7, 243–4
and retirement of older workers 251–2, 370
and strategies for multi-generational workforce management 353–4, 375
ageism
and age discrimination legislation 97, 98–9, 103–13, 236–7, 243–4
and age-friendly workplaces 15, 369
and career extensions 362
and categorization 99–100
causal explanations for 97
and class 102
complexity of 99–103, 110–12
and compulsory retirement 104, 105–6
and covert discrimination 239–40, 242
defining 98
effects of age discrimination on workers 237–9
and employee actions 245
and ‘fitness’ concept 250–51
future research areas 239–40, 246
gaps in literature 239–40, 245–6
and gender 101–2, 111–12, 113
and implications of an aging workforce 6–7, 234
and lifelong learning 318–20
measuring 235, 238–9
and middle-aged workers 235–6
and motivational goals 190–91, 199, 204
and multiple discrimination 240–41
and organizational interventions 16–17, 241–3, 355–7, 369
perpetrators of 239, 240, 242
psychological literature accounts of 97, 98–9
and quality of employment 387
and race 102, 111–12
and retention of older workers 287–8, 295, 300
and stereotypes 98–103, 234–46
and structured interviews 251
and tacit acceptance of 234
and training 16, 100, 108, 235, 236–7, 238, 242, 245, 251
and young workers 235, 236, 244
age-specific programs 243, 395
‘aging’, defining 17
aging in place 261–2, 265
aging parents 261–2
Aging Population Policy Framework (Canada) 292
Aging Semantic Differential 235
aging workers’ associations 294, 295, 300
Airila, A. 362–3
alcohol 86, 267, 271
ALLS (Adult Literacy and Life Skills Survey) 317
altruistic values 126–7
Alzheimer’s disease 262–3
apprenticeships 90
Armstrong-Stassen, M. 11–12, 19–20, 286, 354, 357
Arnold, J. 339
Asian financial crisis (1997) 85
attracting older workers 270, 283, 351, 357, 368, 369–70, 371
Australia
and attracting older workers 369–70
and eldercare 164, 165, 166, 169, 170
lifelong learning participation rates 316
and retention of older workers 288
and retirement adjustment 261
and youth unemployment 91
Austria 332
automation 49
autonomy 184, 186–7, 193, 194, 201, 206
‘Baby Boom Echo’ 122
Baby Boomers
and ‘actual’ generational differences 27
and age-friendly workplaces 14
BRIC nation typological comparisons 154–5
and changing nature of work 44
characteristics of 22–3, 54, 140, 141
and contributing factors of aging workforce 4
and corporate alumni networks 364–5
and factors influencing retirement decisions 19
as generation type 22–3, 138, 140, 156
and labour/skills shortages 280, 300
and ‘millennial’ generation 122–3
stereotypes of 24, 25–6
and strategies for multi-generational workforce management 373
work values 140, 141
Bal, P. M. 355
balanced scorecard framework 363
Baltes, B. B. 221, 254–5
Baltes, P.B. 254–5
Barnes-Farrell, J. L. 18, 19, 358–9
Baruch, Y. 254
Bateson, G. 202
Becky (support group volunteer) 175–6, 177
Beehr, T. A. 259, 260, 286
Beier, M. E. 18
Beijing Olympics (2008) 150
Bell, D. G. 89
‘belonging’ 286–7
benefits of continuing to work 12, 252
benefits packages 170, 172–5, 294, 385, 388–91, 397, 401, 409–10
Bennett, R. H. 185
Benson, J. 28
Berg, S. A. 334
BETW (Building and Educating Tomorrow’s Workforce) 292
Beveridge Report (1942) 105
bias, older age see ageism
bioecological model (Bronfenbrenner) 81–90
birth rates 3, 7, 53, 121, 280, 284
Blanchflower, D. N. F. 89
BMI (body mass index) 222
BMW (motor company) 365–6
Bode, C. 255
Boehm, S. A. 6, 352–3
Index

Boland, S. 99–100
Bond, D. 333–4
Boston College Center for Retirement Research 19
Boston College Center for Work and Family 372, 373, 374
boundaryless careers 127–8
‘brain drain’ 83
Brazil 138–9, 142–4, 153, 154
BRIC (Brazil, Russia, India and China) nations
generational typologies 138–9, 141–52, 156–7
and immigration 139, 157
US typological comparisons 153–6
bridge employment 9, 10, 252, 253, 385
Bridges, K. 366–7
‘bright future’ 44
Bronfenbrenner, U. 81
Brougham, R. R. 185
Bulgaria 87
Burke, R. J. 343
Butler, Dr. Robert 98, 99
Butler, R. 267
Calvano, L. 361
Cameron, S. 357
Campbell, W. K. 124, 125
Campion, M. A. 16, 356
Canada
age discrimination legislation 111–12
and age-friendly employers 251
and aging parents 261–2
Alzheimer’s and Dementia care 262–3
and changing nature of retirement 10–11
crime and safety concerns 266
and ‘elder abuse’ 267
and eldercare 164, 165
and factors influencing retirement decisions 19
and home care services 263–4
impact of global economic crisis 58–9
and labour/skills shortages 280, 283–4
lifelong learning participation rates 317
and longevity risk factors 267–8
and motivational goals research 185
and new vision of aging 271
organizational readiness for an aging workforce 11–12
and retention of older workers 281–2, 283–4, 291–4, 295, 351–2, 370
and retirement planning 259
and sandwich generation 257, 361
statistics on ‘millennials’ 121
and student debt 60
student psychological distress study 62–5, 67–8, 70, 71–2
and support for dealing with illness 264
unemployment statistics 58, 59
and workplace learning 337–8
youth unemployment statistics 59, 78
Canadian Institute of Actuaries 283, 291–2
Canadian Institute of Chartered Business Evaluators 352
Cardoso, Fernando Henrique 142
career concepts 48, 127–8
career extensions 252–3, 362
career incentives 403
career plateauing 253–4
Caregiver Support Group (Westchester University) 176–8
caregivers
and aging in place 261–2
assistance at work 167–9, 178
and benefits packages 170, 172–5
case studies 169–78
elder care assistance at work 167–9
and home care services 263–4
impact of eldercare on 164–7
increasing numbers of 163, 164
international eldercare comparisons 164, 178
and sandwich generation 361
support groups 175–8
Carers UK 163
Carnevale, A. P. 359
CARP (Canadian Association of Retired Persons) 271, 287, 294, 295, 300
Carrick, R. 264
Cascio, W. F. 43, 51
Cate, R. A. 220
The multi-generational and aging workforce
categorization 55, 99–100
changes during aging 18–19, 214, 230
changing nature of work 42–4
and age stereotypes 52
and contributing factors of aging
workforce 8–9, 53
and demographics 44, 46, 52–3
and futurology 44–9
and generations 44
and globalization 42–4, 45, 48–9
and ‘millennial’ generation 127
and productivity 50, 51, 52
and resiliency 213–14
and technology 44, 46, 49–52,
213–14
and teleworking 47, 49–52
and workplace learning 359
‘Chat & Chew’ (volunteer support
group) 175–6
China
and eldercare 164, 166
and generational typologies 138–9,
150–52
and old-age dependency ratio 53
US typological comparisons 153,
155–6
and workplace learning 329
Chiu, W. C. K. 16
Choi, W. 332–3
‘choosing and responding’ phase 395–6
chronic illness 12, 18, 212, 214, 216–18,
222, 226, 229–30
‘chronological age’ 13, 17–18, 19, 28,
196, 204, 214, 221, 250, 268
chronosystem (bioecological model)
81–2, 84
Chung, S. Y. 334
Cicero, D. 366–7
CIT (critical incident technique) 192
Civil Rights Act (US) 108
CJEU (Court of Justice of the
European Union) 106
Clarke, N. 344
class 54–5, 87, 98, 102, 123, 124, 130,
313
climate change 45, 49
‘cognitive busyness’ 100
Cold War 145
‘Collectivist’ generation (China)
150–51, 155
Common Ingroup Identity Model 242
community 46, 83, 87–8, 264, 286, 288,
291, 313
Compact with Young Australians 91
compensating for resource losses 255
competitive compensation and benefits
385, 388–91, 397, 401, 409–10
complexity of work 47–8
compulsory retirement 104, 105–6,
107
Conger, R. D. 60
‘constraining’ model 333
constructive development theory 187
constructive relationships (quality of
employment component) 387,
388–91, 399–400, 401, 409–10
consulting assistance 377
content plateauing 253
Contenta, S. 20
‘context factors’ 334
continuous learning (quality of
employment component) 385–6,
388–91, 397–8, 401, 402, 409–10
contributing factors of aging
workforce 3–4, 5, 8–9
control 214, 215, 216, 217–18, 220, 221,
222, 224, 227–9
cooping strategies 254–5, 258
corporate alumni networks 364–5
Costanza, D. 55
covert discrimination 239–40, 242
Crainer, S. 43
‘Create workplace choices’ (ACORN
imperative) 376
CREW ( Civility, Respect, and
Engagement in the Workplace)
model 242
crime 266
cross-generational interactions 395
Crouse, P. 335, 336, 337, 360
CTMA (cross-temporal meta-analyses)
124, 126, 130
cultural diversity 48
Cultural Revolution (China) 150, 151
culture change (in organizations) 6
culture of respect (quality of
employment component) 387,
388–91, 399, 401, 402, 409–10
Cunningham, J. B. 254
daily life satisfaction 269
Daimler-Benz (motor company) 366
‘dark future’ 44
Davitt, J. K. 264
Dawson, N. T. 214, 218–19
De Cuyper, N. 340
De Preter, H. 10
De Witte, H. 63–4, 340
Deal, J. J. 24–5
DeArmond, S. 13
death, avoiding the issue of 265
debt 60, 62–3, 65–73
defensive strategies (combating career plateauing) 253
deller, J. 10
‘demand side’ dynamics 392–401
demand-side policies 91
dembe, A. E. 168
dementia 262–3
Denmark 268, 362
DeRigne, L. 361
diet/nutrition 5, 198, 212, 230, 263, 267–9, 353, 409, 410
‘digital immigrants’ 41
digital natives’ 41, 315
digital nomads’ 43
digital strangers’ 315
Dimitrov, Y. 87
dislocation 288
‘disparate impact’ 105, 107, 109–10
dispositional barriers 318–19
diversity (in workforce) 138, 140, 153, 156–7
DLOQ (Dimensions of Learning Organization Questionnaire) 329, 331–2
Donaldson, T. 260–61
Donkin, R. 46–7
Doyle, W. 337
drug abuse 86–7
Duxbury, L. 361
Dychtwald, K. 5
Earl, J. K. 260–61
Echo Sorting and Content Analysis approach 192
economic growth 8, 142, 184, 291
economic stress 60, 62–3
‘educational generations’ 313–14
educational requirements 4, 6
EEOC (Equal Employment Opportunity Commission) 237
‘elder abuse’ 267
elder care
and absenteeism 165–6
assistance at work 167–9, 178
and benefits packages 170, 172–5
case studies 169–78
defining 163–4
and family responsibility
discrimination 169
and flexible working conditions 169–70
impact on employed caregivers 164–7
increasing numbers of caregivers 163, 164
international comparisons 164, 178
and patient advocacy 170–72
and productivity 165, 166
and stress 165, 166–7, 169, 170, 172, 174, 175, 177
support groups 175–8
and unions 172–3, 174
and welfare policy 167
‘electronic cottage’ 49
Ellinger, A. D. 329, 338
employability
and lifelong learning 318, 322
and self-esteem 61–2, 67–9, 71–2
and student psychological distress 63–9, 71–2
and workplace learning 326, 339–41, 342, 343, 346
‘employability-link model’ 341
‘employee dignity’ 104, 106, 107
employment security see job security
encore careers 253, 385
energy resources 45
Engaging the Mature Worker: An Action Plan for Alberta (Canada) 292
engaging with others 193, 194, 201, 204, 205, 206
EPL (employment protection legislation) 80
Equal Employment Opportunity Commission (US) 175
Equality Act (UK, 2010) 105, 107
Eraut, M. 334
ERISA (Employee Retirement Income Security Act, 1974) 109
EU (European Union) 103–4, 105–6, 111
European Structural Funds 320
exercise 196, 198, 204, 230, 263, 267–9, 272, 358
exosystem (bioecological model) 81, 82–3
extrinsic goals 187, 193
extrinsic values 126–7, 128–9
family factors (in youth unemployment) 87, 92
family process model 60
family stress theory 87
Fasbender, U. 261
Feldman, D. C. 12–13, 252, 355–6
Ferrante, S. 361
financial security 60, 61, 71, 72, 261–2, 294
Finkelstein, L. 215
Finland 313–14, 315, 362–3
‘fitness’ 250–51
Flanagan, J. C. 192
‘flexibility fit’ 355
flexible working arrangements
and accommodating older employees 354, 355
and age-friendly workplaces 15
and attracting older workers 370
and career extensions 252
and eldercare 169–70
and organizational change 403
and quality of employment 387, 388–91, 400, 401, 409–10
and retention of older workers 289, 293, 296, 297, 299, 301
strategies for multi-generational workforce management 353, 372, 374, 375, 377
and teleworking 50
and unions 15–16
Foot, David 122
forces of change 44–5
Fortinsky, R. H. 216–17, 218–19, 222, 225–6, 227
Fouarge, D. 317
Fraboni Scale of Ageism 235
FRD (family responsibility discrimination) 169
Freedman, M. 271
‘Freedom’ generation (India) 148, 149, 155
Frese, M. 47–9, 221, 228
Friedman, H. S. 272
Froehlich, D. 332
FTP (Future Time Perspective) 220–21, 224, 225, 228, 230
Fugate, M. 339
‘functional age’ 17
Furunes, T. 238
future of work for older employees 404–5
futurology 44–9
Galambos, N. L. 126
gender
and ageism 101–2, 111–12, 113
and career satisfaction 357
and changing nature of work 52
and effects of discrimination 238
and eldercare 168
and factors influencing retirement decisions 19
and multiple discrimination 111–12, 240–41
and quality of employment components 388–9
and retirement decisions 260, 362
and unemployment 42
‘gendered ageism’ 101
Generation ‘2’ 44
generations
‘actual’ generational differences 25, 27–9
BRIC nation typologies 138–9, 141–52, 156–7
US comparisons 153–6
and changing nature of work 44
characteristics of 22–3, 54–5, 122, 123, 124–7, 139–41
current concepts of 138, 139–41, 156
defining 138
‘generational competence’ 373
‘generational self-assessment’ 377
and lifelong learning 312–15, 320
and multi-generational work groups 53–5
organizational challenges 370–71
‘perceived’ generational differences 25–7, 28–9
and socialization 28, 54, 55, 314
sociology of 122
and stereotypes 24–7
strategies for multi-generational workforce management 372–7
types of 21–2, 138, 139–40, 156
and workforce diversity 138, 140, 153, 156–7

Generation X
‘actual’ generational differences 27
BRIC nation typological comparisons 153, 154–5
and changing nature of work 44
characteristics of 23, 54–5, 140, 141
as generation type 22, 23, 138, 140, 156
stereotypes of 24, 25–6
work values 140, 141

Generation Y (‘millennials’)
‘actual’ generational differences 27
attitudes of 122, 123, 124–7
and Baby Boomer generation 122–3
BRIC nation typological comparisons 153, 154–6
and changing nature of work 44, 127
characteristics of 23, 55, 122, 123, 124–7, 140, 141
and class 123, 124, 130
and cross-sectional data 130–31
defining 122–3, 129

differences from previous generations 123–7, 129
as ‘digital generation’ 140
ethnocultural diversity of 123
and extrinsic values 126–7, 128–9
frequency of job changes 127, 128
as generation type 22, 23, 138, 140, 156
increased interest in 121–2, 129–31
and non-profit sectors 128–9
personality traits 124–6

stereotypes of 24–6
and strategies for multi-generational workforce management 374
work values 126–7, 141
Generations of Talent Study 384, 387–9, 408–11
Germany 59, 164, 261
‘gerontocracies’ 5
Gimm, G. 167
Gladstone, William 53
Glaser, B. 191–2
glasnost (openness) 145
global competition 29, 48
global economic crisis
impact on retirement planning 19, 282
impact on university students 59–60, 70–71
recovery from 58–9, 70
and stress 60–61
and unemployment 58, 60–61, 70
and youth unemployment 60–61, 70, 78, 79, 80–81, 83
globalization 42–4, 45, 48–9, 140, 141, 153
Globe and Mail (newspaper) 20
GMs (general managers) 326
Gorbachev, Mikhail 145
Gossett, C. W. 122, 128
Gotthart, B. 364
Government Accountability Office (US) 368
governmental policy
age discrimination legislation 16–17, 97, 98–9, 103–13, 236–7, 243–4
and eldercare 167
employee health and well-being support 256
and implications of an aging workforce 7–8
initiatives supporting aging workforce 368–9
and retention of older workers 280, 290–94, 298, 300
welfare provision 8, 39, 41, 44, 88, 167, 174, 291–2
and youth unemployment 90–91
’graceful aging’ 271–2
Grant, Dr. Diane 101–2
Grant, T. 263–4
The multi-generational and aging workforce

Gratton, L. 44–6
Great Leap Forward (China) 150–51
Great Terror (Russia) 144
Greece 59
Greenwood, R. 27
Gross v. FBL Financial Services, Inc. (2009) 107–8, 109, 110
Guardian Nurses Healthcare Advocates (patient advocacy organization) 170, 171–5
Guest, G. 192
Guillemard, A. -M. 8

Haghi, G. 364
Hale, Lady 106
Hall, D. T. 189–90, 254
Hammer, L. B. 258
hard skills 344–5
Hazen Paper Co. v. Biggins (1993) 108–9, 110

health issues
age discrimination 109, 110, 235, 238
Alzheimer’s and Dementia care 262–3
changing nature of work 9
chronic illness 12, 18, 212, 214, 216–18, 222, 226, 229–30
contributing factors of aging workforce 3, 5
diet/nutrition 5, 198, 212, 230, 263, 267–9, 353, 409, 410
elder care 164–5, 166, 170–76
health management 6, 353, 363
health promotion 17, 353, 355, 365
implications of an aging workforce 5–8
mental health see mental health
motivational goals 184, 187, 190–91, 192, 195–8, 202–6
new vision of aging 271–2
quality of employment 386, 388–91, 398, 409–10
retirement planning 10, 12, 19, 259–60, 362
stress see stress
support for dealing with illness 264
unemployment 39, 41–2, 46, 87, 89–90
well-being see well-being
workplace injuries see workplace injuries

Heidkamp, C. E. 384
Hicks, E. 335–6, 337, 359
Higgins, C. 361
Hill, R. P. 125
Hipp, C. 14
Hofer-Alfeis, J. 364

home care services 263–4
Hong, S. J. 270

human resource management
and age-friendly workplaces 14–15, 353–4, 366
and factors influencing retirement decisions 20
and implications of aging workforce 6
and initiatives addressing ageism 369
and job hunting tips 255–6
and lifelong learning 320–21
and organizational readiness for an aging workforce 11–12
and retention of older workers 281, 286, 290, 296–9, 300–301
strategies for managing age diversity 352–4
strategies for multi-generational workforce management 373, 375
and workplace learning 335

I-deals (idosyncratic deals) 355
identified regulation 186, 193, 194, 201
ILO (International Labour Organization) 79, 91
Immen, W. 19, 251
immigration 56, 80–81, 83, 88, 139, 157
‘impassioned producers’ 46
implications of an aging workforce 4–8, 234, 272–3
India 138–9, 147–9, 153, 155–6
individual benefits of continuing work 12
inertia (in organizations) 402
informal workplace learning 326, 327,
Index

329, 330, 331–2, 334–8, 340, 342, 344–6, 360

ING Direct (insurance company) 19
Ingersoll-Dayton, B. 361
‘in-group heterogeneity’ 54
Inkson, K. 252–3
innovation 14, 46, 47, 128, 280, 335, 359, 395
‘innovative connectors’ 46
Insler, M. 12
institutional barriers 318, 320
institutional level ‘meaning’ 188
integrated regulation 186, 193, 194, 201
intentions to leave 285–6
intentions to remain 286–7
‘intergenerational fairness’ 106
intergenerational work teams 354
inter-individual level ‘meaning’ 188
Internet 46–7, 49, 50, 140, 319, 334, 360
interpersonal level ‘meaning’ 188
‘interpreting’ phase 393–4
intrinsic goals 185, 187, 193, 194, 201, 206
intrinsic values 126
Investors in People 50
IOM (International Organization for Migration) 88
Ireland 59, 62–4, 66–7, 68–70, 71–2, 111
‘isolated competitors’ 46
Israel 164, 167, 168
Italy 20–21

Jackman, R. 59
Jacobs, R. L. 329, 332–3
James, J. B. 270
Japan 53
Jermyn, D. 251
Jex, S. M. 13
‘job fit’ 385–7
job hunting tips 255–6
job satisfaction
and ageism 237, 241
and changes during aging 18
and changing nature of work 51–2
and ‘demand side’ dynamics 395
and implications of an aging workforce 6
and motivational goals 191, 203, 204, 206
and organizational adaptation to change 395
and protean career orientation 254
and quality of employment 384, 389–92, 408, 410
and resiliency 223, 226
and retention of older workers 285, 357–8
and retirement planning 10, 19
and self-efficacy 342
and ‘supply-side’ pathways 389–92
and unemployment 89
and workplace learning 327, 343
and work values 127
job security
and changing nature of work 43
and generational characteristics 54, 126
and quality of employment 385–7, 388–91, 396, 399, 402, 409–10
and youth unemployment 71, 72
job-matching policies 91
jogging 268
John, P. J. 220
Johnson, M. 20
Journal of Elder Abuse and Neglect 267
Joyce (support group volunteer) 175–6, 177–8
Kalata, G. 12
Kanfer, R. 18
karma 148
Kato, Z. 272
Katz, R. 167, 168, 169
Khrushchev, Nikita 145
Kidd, J. 263
Kim, J. 168, 177
Kim, S. 252
King, E. B. 244
knowledge gap 7
knowledge management and learning 6
knowledge retention initiatives 364
knowledge transfer 343–4, 353, 364, 373, 394
Koc-Menard, S. 364–5
Kooij, D. T. A. M. 14, 221, 224, 228, 290, 296, 298
The multi-generational and aging workforce

Koolhaas, W. 216
Krahn, H. J. 126
Kunze, F. 6, 13, 15, 238, 352
Kupperschmidt, B. R. 21
Kuron, L. 124
La Rose, L. 261–2
Labour Force Survey (UK) 316
labour/skills shortages
creation of 4
and implications of an aging workforce 6
and ‘millennial’ generation 121–2
and motivational goals 184
and organizational change 401
and retention of older workers 280, 283–4, 288, 290–91, 300
and succession planning 352
Laker, D. R. 344
larger context, importance of 8
Law, C. C. H. 329
Layard, R. 59
leadership
and ageism interventions 243
and generational characteristics 22, 23
and implications of an aging workforce 4, 6–7
and organizational adaptation to change 393, 395
strategies for managing age diversity 352, 353
strategies for multi-generational workforce management 372–3
and workplace learning 330, 331–2
learning barriers 336, 337–8, 360
learning facilitators 336, 337–8, 360
learning factors 334
‘learning generations’ 314–15
learning organization models 331–3
‘learning orientation’ 343
learning outcomes 337–8
learning strategies 336, 337, 360
Lee, K. 286
‘legal age’ 17
leisure values 126, 127
Levy, B. R. 268–9
Lewin, K. 186
LFP (labour force participation) rates 383
L’Heureux-Dubé, Claire 111–12
Li, L. 326
‘Liberalisation’ generation (India) 148, 149, 155
life expectancy/longevity 5, 7, 17, 44–5, 53, 250, 267–9, 272, 282, 361
life satisfaction 10, 19, 187, 189, 195, 219, 238, 252, 269, 362
life span development theory 188–9
lifelong learning
and age diversity 312, 320
and ageism 318–20
barriers to participation 318–20
defining 312
and generations 312–15, 320
organizational responsibilities 321
participation in 316–20, 321
practical implications 320–22
and stereotypes 312–13, 315
and technology 315, 319
and training 312–13, 314, 315–22
and unions 322
and voluntary organizations 322
see also workplace learning
lifestyle changes 7, 196, 256–7, 263, 271, 273, 358
lifestyle habits 86, 267–8, 314, 358, 362–3
Ligaya, A. 10–11
Lloyds Banking Group 321
Loch, C. H. 365–6
Lockard, C. B. 213
Lohman, M. C. 327, 334–5, 360
Long, Betty 171–5
longevity/life expectancy 5, 7, 17, 44–5, 53, 250, 267–9, 272, 282, 361
Lopez, S. P. 329
‘lost generation’ 20–21, 54, 79
LPW (learning potential of workplaces) 333–4
‘lump of labour’ fallacy 283–4
Luszczynska, A. 342
Luthans, F. 222–3, 227, 342
Lyons, S. 124, 126
McAuliffe, G. 187–8, 195, 201
McDonough, K. E. 264
MacDuffie, J. P. 297
McGinnis Johnson, J. 129
McGonagle, A. K. 218, 226
McNair, Stephen 318
macrosystem (bioecological model) 81, 83, 88–90
Maddux, J. E. 341–2, 346
Magnini, V. P. 327
‘maintaining meaning’ 270
‘management paradox’ 340
managerial mindset 6
Managing Today’s Multigenerational Workforce (consultancy paper) 377
managing transitions 197, 203, 206
Mannheim, K. 122, 313
Mao Zedong 150
‘Market’ generation (Russia) 145–6, 147, 154
Marsick, V. J. 331
Martin, H. J. 332
Martin, L. R. 272
Massachusetts Board of Retirement v. Murgia (1976) 110
Masterson, S. S. 286
‘mattering’ 286–7
mature employees, defining 281–2
Matz-Costa, C. 355
Matzler, K. 343
Mazák, Jan 111
‘Me’ generation (China) 151–2, 155
‘meaning’ in careers 188, 195, 201, 205, 386, 388–91, 398–9, 401, 409–10
medical advances 5
Medicare (US) 171
mental health
and benefits of continuing to work 252
and resiliency 215, 226
and unemployment 41–2, 60, 70, 71, 82, 83–7, 88, 89
mental vitality 358
mentoring
benefits of 251
and coping strategies 254
and HRM practices 353
and lifelong learning 321
and motivational goals 198, 199, 204, 206
and organizational adaptation to change 395
reciprocal 364
and retention of older workers 293, 297–9, 301, 370
reverse 369
strategies for multi-generational workforce management 371, 374–2, 375
and workplace learning 330, 332, 337
mesosystem (bioecological model) 82
‘meta-competencies’ 190–91, 196–9, 201–4, 206
MetLife Mature Market Institute 165
microsystem (bioecological model) 81, 82, 87
middle-aged workers 98, 235–6, 239, 241, 314
Middleton, H. 333–4
MIDUS II (Midlife in the United States II) study 238
Millennials Rising (book) 121
‘millennials’ see Generation Y
Milligan, C. 263
mistreatment of the elderly 267
MOA (motivation–opportunity–ability) model 333
mobile care coordinators 173–4
Moen, P. 260
Monopolies and Restrictive Trade Practices Act (1969) 147
Monteverdi, Claudio 53
Moore, Sian 102
Mor-Barak, E. 12
mortality rates 4, 17
Moser, K. 41–2
motivational goals
and adapting to changing circumstances 188–90, 196–8, 201–4, 206
and ageism 190–91, 199, 204
and autonomy 184, 186–7, 193, 194, 201, 206
drivers of self-determining motivations 193–4, 201, 203
and engaging with others 193, 194, 201, 204, 205, 206
extrinsic 187, 193
and impact of aging global workforce 183–4
The multi-generational and aging workforce

and impediments 199–200, 204–5
interview questions 192–3
intrinsic 185, 187, 193, 194, 201, 206
and labour shortages 184
literature review 185–91
and ‘meaning’ in careers 188, 195,
201, 205
and mentoring 198, 199
and ‘meta-competencies’ 190–91,
196–9, 201–4, 206
method of study 191–3
non-self-determined 186–7, 188, 193
purpose of study 184–5, 191
results of study 193–200
sample size of study 191–2
self-determined 184–5, 186–8, 190,
193–4, 200–201, 202, 205–6
and sense of self 186, 188, 194–5,
201
and stereotypes 190–91, 199, 204
and successful aging 188–9, 196, 198,
203, 204
sustaining personal motivation 192,
196, 197, 202–3, 206
sustaining relationships 183, 192,
195, 198–9, 204, 206
types of 186–8
and well-being 189, 195–6, 198, 202,
203–4
Mueller, J. 343
multiple discrimination 111–12, 240–41
Muratore, A. M. 260–61
Murphy, E. F. 27
Myers, L. M. 268–9
Mykletun, R. J. 238

narcissism 45, 124, 125
National Alliance for Caregiving 178
National Post (newspaper) 19, 266
National Study of Business Strategy
and Workforce Development 298
‘Nationalist’ generation (Brazil) 142,
143, 144, 154
Nauta, A. 342
Neal, M. B. 258
‘need fulfilment’ 286–7
NEET (not in education, employment
or training) 91–2
negative relationships 396, 401
neglect of the elderly 267
Nehru, Jawaharlal 147, 148
Nelson, J. 91
‘net generation’ 315
Netherland 270, 317, 333, 339–41,
342, 354, 360
‘New Republic’ generation (Brazil)
143, 144, 154
new vision of aging 271–2
new work opportunities 293
New Zealand 288
NFER (National Foundation for
Educational Research) 91
Ng, E. S. 122, 125, 128
Ng, T. W. H. 12–13, 355–6
Ngai, E. W. T. 329
Nikolova, I. 333, 360
Noc, R. A. 328
non-profit sectors 128–9
non-self-determined motivations
186–7, 188, 193
non-work relationships 198
Norway 164
‘noticing and sensing’ phase 393
‘Nourish retention’ (ACORN
imperative) 376
O’Donnell, L. 91
O’Higgins, N. 79, 91
October Revolution (Russia, 1917) 144
OECD (Organisation for Economic
Co-operation and Development)
91, 287, 315
Old People Questionnaire 235
old-age dependency ratio 53
One Child Policy (China) 150, 151–2
ongoing learning 196, 203, 206
Open Door Policy (China) 150
‘Operate with a sophisticated
management style’ (ACORN
imperative) 376
‘Oppressed’ generation (Brazil) 143,
144, 154
optimism 212, 217, 222–3, 224, 226,
228
optimizing resources 255
organizational readiness for an aging
workforce 11–12
organizations
accommodating older employees 354
advocacy group initiatives 366–7

Ronald J. Burke, Cary Cooper and Alexander-Stamatios Antoniou - 9781783476589
Downloaded from Elgar Online at 09/02/2019 02:22:15AM
via free access
and age-friendly workplaces 14–15
and ageism interventions 16–17, 241–3, 355–7, 369
and balanced scorecard framework 363
benefits of an aging workforce 11
benefits of workplace learning 329
catalysing organizational change 401–4
challenges of multi-generational workforce 370–71
and corporate alumni networks 364–5
creating supportive climates 356–7
‘demand side’ dynamics 392–401
and eldercare assistance 167–70
and employability measures 339–41, 342, 343, 346
employee health and well-being support 256, 258–9
implications of an aging workforce 4, 5–7, 272–3
importance of workplace learning 326, 329–30, 345
individual workplace learning examples 326–7
inertia in 402
informal workplace learning 326, 327, 329, 330, 331–2, 334–8, 340, 342, 344–6
innovativeness of 14
and interventions addressing stress 358–9
knowledge retention initiatives 364
learning organization models 331–3
learning potential of workplaces 333–4
and lifelong learning 311–12, 316–21
and ‘millennial’ generation 127
multi-generational workforce management strategies 372–7
and organizational learning 327–8
phases of adaption to change 392–6, 401
readiness for an aging workforce 11–12
and reciprocal mentoring 364
retention of older workers see retention of older workers
and self-directed workplace learning 338
strategies for managing age diversity 352–4
and teleworking 49–52
and worker vitality 358
organizing interventions 225
‘out-group homogeneity’ 54
Ouwehand, C. 255
Owens, P. R. 280
Park, Y. 329
path analysis 67–70
patient advocacy 170–72
Paul, K. 41–2
PBS (Positive Behaviour Support) 92
pensions
and age discrimination 108–9
and changing nature of work 44, 49, 51, 53
and implications of an aging workforce 7
and organizational support 256
and retention of older workers 291, 293–4, 295, 300, 301
and retirement planning 259
perceived employability
and self-esteem 61–2, 67–9, 71–2
and student psychological distress 63–9, 71–2
and workplace learning 339–40, 346
‘perceived’ generational differences 25–7, 28–9
perestroika (restructuring) 145
‘Perestroika’ generation (Russia) 145, 146, 147, 154
‘performance orientation’ 343
‘period effects’ 124
Perna, L. 212
Perry, E. L. 25–7
phased retirement 253, 293, 367, 372, 395, 400
Phillipson, C. 316
physical abilities 18, 214, 230, 251, 358
The multi-generational and aging workforce

physical setting interventions 225
physical vitality 358
PIAAC (Programme for the International Assessment of Adult Competencies) 315
Picard, A. 266
Pignal, J. 288
Pitt-Catsouphes, M. 15, 355
Policy Research Initiative 283
POMS (Profile of Mood States) 64
‘Populist Democracy’ generation (Brazil) 142, 143, 144, 154
positive affect 214, 216, 217, 222, 226–7, 229
Positive Aging Strategy (New Zealand) 288
positive attributions (PsyCap model) 222–3
positive relationships 396
positive self-perceptions 268–9
Posthuma, R. A. 16, 356
Powell, J. L. 344
‘Pragmatic’ generation (China) 151, 155
‘precarious ones’ 21
primary control behaviours 227, 228
productivity
and ageism 108–9, 238, 241
and changing nature of work 44, 47, 50, 51, 52
and economic growth 8
and eldercare 165, 166, 169
organizational initiatives 354, 358
and retention of older workers 280, 283, 287, 289–91, 300, 301
and teleworking 50, 51
and workplace learning 329, 331
protean career orientation (PCO) 127, 189–90, 196, 254
PsyCap (Psychological Capital) 222–3, 225, 227, 230
‘psychological age’ 17, 18, 19, 254
psychological distress 61–4, 67–73, 82
psychological well-being 17, 60, 165, 258–9, 409–10
purposive incentives 402–3
purposive sampling approach 183
push and pull factors (retirement planning) 10, 285–6, 362
Putin, Vladimir 146
quality of employment components 385–92, 396, 397–401, 402, 408–11
Quick, J. C. 254
race 102, 111–12, 240–41, 238
Rayner, C. 328
recalling retirees 293
reciprocal mentoring 364
redeployment 353
reduced supervision 48
re-evaluation (combating career plateauing) 254
‘Regulation’ generation (India) 148, 149, 155
Renzl, B. 343–4
‘Republican’ generation (China) 150, 155
resiliency
and adapting to changing circumstances 215–16, 218, 222, 228–30
and behavioural control 217, 227–8
and biological changes 214, 230
challenges of older workers 213–15
and changes outside of work 215
and changing nature of work 213–14
and chronic illness 216–18, 222
and control 214, 215, 216, 217–18, 220, 221, 222, 224, 227–9
developing 215–16
and Future Time Perspective 220–21, 224, 225, 228, 230
and malleable nature of 218, 223, 225, 226, 230
measuring 220–25
and optimism 212, 217, 222–3, 224, 226, 228
and physical abilities 214, 230
and positive affect 214, 216, 217, 222, 226–7, 229
and Psychological Capital 222–3, 225, 227, 230
research into 212–13, 215–16, 230
and self-esteem 215, 216, 218, 220, 221, 226
and stereotypes 218, 221, 224–5, 230
and stress 216–18, 219, 227
and successful aging 216, 218–19, 224–5, 226
and workability 223–5, 227–8, 230
Index

workplace interventions 225–30
workplace resiliency research 219–20
Resiliency at Work scale 219–20
‘Respect competence and initiative’ (ACORN imperative) 376
respect, culture of 387, 388–91, 399, 401, 402, 409–10
restructuring jobs 384–5
retention of older workers
and age-friendly workplaces 251–2, 273, 370
and ageism 287–8, 295, 300
and aging workers’ associations 294, 295, 300
barriers to 287–9
benefits of 282–3
and career satisfaction 357–8
defining mature employees 281–2
and dislocation 288
and flexible working arrangements 289, 293, 296, 297, 299, 301
government initiatives 280, 290–94, 298, 300
and human resource management 281, 286, 290, 296–9, 300–301
and intentions to leave 285–6
and intentions to remain 286–7
and labour/skills shortages 280, 283–4, 288, 290–91, 300
and lack of opportunities 289
lack of organizational proactiveness 284–5
organizational challenges 283–7
organizational initiatives 280–81, 289–90, 293, 294, 296–8, 299–301, 351–2
and pensions 291, 293–4, 295, 300, 301
and productivity 280, 283, 287, 289–91, 300, 301
retention strategies 289–98
and retirement options 280–82, 283, 285–6, 291–2, 300
scholarly retention strategies 294, 296, 297
and skills mismatch 289
strategies for multi-generational workforce management 372, 374, 375, 376, 377
and training 281, 282, 287, 289, 293
and wage reductions 288
retirement
adjusting to 260–61
and career extensions 252–3, 362
challenges to couples 260, 271
changing nature of 9–11
compulsory 104, 105–6, 107
factors influencing retirement decisions 10, 19–20, 285–6, 362–3
and gender differences 260, 362
healthy and productive 270
pathways to 384–5
planning 259–60
and poor health 10, 12, 19
push and pull factors 10, 285–6, 362
raising of retirement age 4, 6, 291–2, 300
and retention of older workers 280–82, 283, 285–6, 291–2, 300
and strategies for managing age diversity 353
‘retirement intentions’ 285–6
RFOA (reasonable factor other than age) defense 107, 110
RMSEA (root mean square error of approximation) measures 67, 69
Robertson, P. J. 225, 228
Robinson, M. M. 169
Rogers, E. 395
role enhancement theory 166
Rose, R. P. 122
Rothwell, A. 339
Rousseau, D. M. 355
Rudolph, C. W. 14
Russia 138–9, 144–7, 153, 154
safety 13, 266, 386, 387–92, 396, 398, 409, 410
safety nets 165, 167, 198
Sandhu, S. 28
sandwich generation 257–9, 361
Sastrowardoyo, S. 28
Sauré, P. 291
Schellenberg, G. 185
Schils, T. 317
Schimke, A. 8
Schlosser, F. 286, 354
Schmidt, D. F. 99–100
The multi-generational and aging workforce

Schmidt, J. A. 286
Schneider, U. 178
scholarly retention strategies 294, 296, 297
Schulz, H. 168
Schultz, K. S. 362
Scott, K. 365
Scott-Young, C. M. 28
SDT (self-determination theory) 186–7, 193, 201
second careers 254, 385
secondary control behaviours 227, 228
’sector agnosticism’ 129
selecting realistic goals 255
self-determined motivations 184–5, 186–8, 190, 193–4, 200–201, 202, 205–6
self-directed workplace learning 338
self-efficacy 222–3, 341–2, 343, 346
self-employment 49, 51, 170, 191, 253, 384
self-esteem
and ‘millennial’ generation 124
and perceived employability 61–2, 67–9, 71–2
and resiliency 215, 216, 218, 220, 221, 226
and student psychological distress 64–9, 71–2
and youth unemployment 86, 87–8
SEM (structural equation techniques) 67
senior managers 6, 342, 353
sense of self 186, 188, 194–5, 201
‘serial masters’ 45
severance pay 80
Shacklock, K. 289
‘shallow generalists’ 45
‘shelf life’ 318
Sheppard, H. L. 190
Sherman, R. 372–3
Shultz, K. S. 9–10, 19
Siegrist, J. 256
Siemens (engineering conglomerate) 333
Siemens, E. 333
situational barriers 318, 319–20
skills mismatch 80, 289
skills shortages see labour/skills shortages
Sloan Center on Aging & Work (Boston College) 298, 385, 387, 395–6
Smith v. City of Jackson (2005) 110
Smith, A. 316
Smith, D. B. 260
Smith, N. 359
smoking 86, 267, 268, 272
SOC (selection, optimization, and compensation) strategies 224, 226, 227–8, 229, 254–5
social exclusion 88
social interventions 225–6
social media 125, 315
social networking 46–7
social support 10, 39, 88, 166, 198, 258, 341, 355
social values 126
‘Socialist’ generation (India) 148–9, 155
socialization 28, 54, 55, 314
societal changes 45
Society for Human Resource Management 298, 373
socio-emotional selectivity theory 221
soft skills 344–5
solidary incentives 403
South Korea 329, 332–3
Soviet Union 144–5
‘Soviet’ generation (Russia) 145, 146–7, 154
Spain 20, 59, 329
SRMR (standardized root mean square residual) measures 67
Stajkovic, A. D. 342
Stalin, Joseph 144–5, 146
‘Stalinist’ generation (Russia) 145, 146, 154
Stamper, C. L. 286
Stanford Center on Longevity 282
Stassen, K. 357
Statistics Canada 282
Steptoe, A. 269
stereotypes
and age discrimination legislation 104, 107, 108–9, 236–7, 243–4
and ageism 98–103, 234–46
and categorization 99–100
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>and changing nature of work</td>
<td>52</td>
</tr>
<tr>
<td>effects of age discrimination on workers</td>
<td>237–9</td>
</tr>
<tr>
<td>and generations</td>
<td>24–7</td>
</tr>
<tr>
<td>and implications of an aging workforce</td>
<td>6–7</td>
</tr>
<tr>
<td>and initiatives addressing ageism</td>
<td>16</td>
</tr>
<tr>
<td>and lifelong learning</td>
<td>312–13, 315</td>
</tr>
<tr>
<td>of middle-aged workers</td>
<td>235–6</td>
</tr>
<tr>
<td>and motivational goals</td>
<td>190–91, 199, 204</td>
</tr>
<tr>
<td>and quality of employment</td>
<td>387</td>
</tr>
<tr>
<td>organizational interventions</td>
<td>241–3, 355–7</td>
</tr>
<tr>
<td>and resiliency</td>
<td>218, 221, 224–5, 230</td>
</tr>
<tr>
<td>and strategies for multi-generational workforce management</td>
<td>375</td>
</tr>
<tr>
<td>widely held</td>
<td>234–5</td>
</tr>
<tr>
<td>and youth unemployment</td>
<td>40–41</td>
</tr>
<tr>
<td>Sterns, H. L.</td>
<td>214, 218–19</td>
</tr>
<tr>
<td>Strategy and Business (magazine)</td>
<td>24</td>
</tr>
<tr>
<td>Strauss, A.</td>
<td>191–2</td>
</tr>
<tr>
<td>Strauss, W.</td>
<td>121</td>
</tr>
<tr>
<td>Streb, C. K.</td>
<td>6, 363, 366</td>
</tr>
<tr>
<td>stress</td>
<td>13</td>
</tr>
<tr>
<td>and age factors</td>
<td>60, 62–3</td>
</tr>
<tr>
<td>and eldercare</td>
<td>165, 166–7, 169, 170, 172, 174, 175, 177</td>
</tr>
<tr>
<td>and global economic crisis</td>
<td>60–61</td>
</tr>
<tr>
<td>and longevity</td>
<td>267</td>
</tr>
<tr>
<td>psychological distress</td>
<td>61–4, 67–73, 82</td>
</tr>
<tr>
<td>and resiliency</td>
<td>216–18, 219, 227</td>
</tr>
<tr>
<td>and university students</td>
<td>60, 62–3</td>
</tr>
<tr>
<td>and workplace interventions</td>
<td>358–9</td>
</tr>
<tr>
<td>and youth unemployment</td>
<td>82–7, 89</td>
</tr>
<tr>
<td>Strijk, J. E.</td>
<td>358</td>
</tr>
<tr>
<td>structural plateauing</td>
<td>253</td>
</tr>
<tr>
<td>structured interviews</td>
<td>251</td>
</tr>
<tr>
<td>students, university</td>
<td>see university students</td>
</tr>
<tr>
<td>‘subjective age’</td>
<td>17–18</td>
</tr>
<tr>
<td>successful aging</td>
<td>188–9, 196, 198, 203, 204</td>
</tr>
<tr>
<td>and motivational goals</td>
<td>188–9, 196, 198, 203, 204</td>
</tr>
<tr>
<td>and new vision of aging</td>
<td>271–2</td>
</tr>
<tr>
<td>and resiliency</td>
<td>216, 218–19, 224–5, 226</td>
</tr>
<tr>
<td>succession planning</td>
<td>15, 288, 293, 352, 353, 373</td>
</tr>
<tr>
<td>suicide</td>
<td>85</td>
</tr>
<tr>
<td>Suk, Julie</td>
<td>104</td>
</tr>
<tr>
<td>Sullivan, S. E.</td>
<td>27</td>
</tr>
<tr>
<td>Sun Life International (insurance company)</td>
<td>19</td>
</tr>
<tr>
<td>‘super-sized jobs’</td>
<td>384–5</td>
</tr>
<tr>
<td>‘supply side’ pathways</td>
<td>384–92</td>
</tr>
<tr>
<td>support groups</td>
<td>175–8</td>
</tr>
<tr>
<td>supportive climates, creating</td>
<td>356–7</td>
</tr>
<tr>
<td>Sweden</td>
<td>86, 88, 288</td>
</tr>
<tr>
<td>Sweet, B.</td>
<td>254</td>
</tr>
<tr>
<td>Switzerland</td>
<td>339–40</td>
</tr>
<tr>
<td>Taiwan</td>
<td>332, 344</td>
</tr>
<tr>
<td>Talaga, J. A.</td>
<td>260</td>
</tr>
<tr>
<td>Talent Management Study</td>
<td>392–402, 404</td>
</tr>
<tr>
<td>Tang, M.</td>
<td>264</td>
</tr>
<tr>
<td>Taylor, P.</td>
<td>267–8</td>
</tr>
<tr>
<td>team-level management strategies</td>
<td>352</td>
</tr>
<tr>
<td>team work</td>
<td>48, 50, 321, 335, 359</td>
</tr>
<tr>
<td>Teare, R.</td>
<td>328</td>
</tr>
<tr>
<td>technology</td>
<td></td>
</tr>
<tr>
<td>and aging in place</td>
<td>261, 265</td>
</tr>
<tr>
<td>and changing nature of work</td>
<td>44, 46, 49–52, 213–14</td>
</tr>
<tr>
<td>and education</td>
<td>9</td>
</tr>
<tr>
<td>increased use of</td>
<td></td>
</tr>
<tr>
<td>and lifelong learning</td>
<td>315, 319</td>
</tr>
<tr>
<td>and technological literacy</td>
<td>265–6</td>
</tr>
<tr>
<td>and teleworking</td>
<td>49–51</td>
</tr>
<tr>
<td>and unemployment</td>
<td>41, 43</td>
</tr>
<tr>
<td>and youth unemployment</td>
<td>41</td>
</tr>
<tr>
<td>technostructural interventions</td>
<td>225–6</td>
</tr>
<tr>
<td>teleworking</td>
<td>47, 49–52</td>
</tr>
<tr>
<td>Templer, A.</td>
<td>11–12</td>
</tr>
<tr>
<td>temporary contracts</td>
<td>80</td>
</tr>
<tr>
<td>Thailand</td>
<td>85</td>
</tr>
<tr>
<td>theoretical saturation</td>
<td>191–2</td>
</tr>
<tr>
<td>Thijssen, J. G. L.</td>
<td>341</td>
</tr>
<tr>
<td>‘third stage’</td>
<td>271–2</td>
</tr>
<tr>
<td>Thorsen, S.</td>
<td>362</td>
</tr>
<tr>
<td>Tishman, F. M.</td>
<td>298, 367</td>
</tr>
<tr>
<td>Tolman, E. C.</td>
<td>186</td>
</tr>
<tr>
<td>Topa, G.</td>
<td>10</td>
</tr>
<tr>
<td>trade unions</td>
<td>15–16, 172–3, 174, 322</td>
</tr>
<tr>
<td>Traditionalists</td>
<td>see Veterans</td>
</tr>
</tbody>
</table>
The multi-generational and aging workforce

training
access to 12
advocacy group initiatives 366–7
and ageism 16, 100, 108, 235, 236–7, 238, 242, 245, 251
and coping strategies 254–5
and eldercare 168, 174–5
and job performance 13
and lifelong learning 312–13, 314, 315–22
and motivational goals 190, 204
and organizational change 404
and organizational interventions 355–6
and quality of employment 397–8
and resiliency 214, 219, 223
and retention of older workers 281, 282, 287, 289, 293
strategies for multi-generational workforce management 352–3, 372, 374, 375
and unemployment 72, 73, 90–91
and unions 15
transformational leadership 352
transition (combatting career plateauing) 254
‘turnover intentions’ 285–6
Twenge, J. M. 27, 124, 125, 126–7, 130

UK (United Kingdom)
age bias studies 102–3
age discrimination legislation 98–9, 103–7, 110–12, 113
and eldercare 164, 165, 167, 170
and Indian generational typologies 147, 148
and labour/skills shortages 284
lifelong learning participation rates 316, 318–19
and youth unemployment 85, 89, 91
UN (United Nations) 79, 98, 99
underemployment 39, 384
unemployment
cost of 41–2
defining ‘good’ and ‘bad’ jobs 39
definition of 79
and digital technology 41, 43
and futurology 44–9, 56
and gender 42
and global economic crisis 58, 60–61, 70
and immigration 56
increase in 39–40
long-term effects of 59, 72, 81, 84
and mental health 41–2, 82, 83–7, 89
and pathways to retirement 384
and poor health 41
psychology of 39, 41–2, 56
youth see youth unemployment
unions 15–16, 172–3, 174, 322
universal programs 395
university students
and debt 60, 62–3, 65–73
and economic stress 60, 62–3
and financial well-being 60–67
impact of global economic crisis 59–60, 70–71
and perceived employability 62, 63–9, 71–2
psychological distress study 62–73
and self-esteem 62, 64–9, 71–2
USA (United States of America)
age bias studies 102–3
and eldercare 164, 165, 166, 167, 168–9, 170–78
and factors influencing retirement decisions 19
and generational typologies 139–41, 153–7
Generations of Talent Study 387–9
government initiatives to support aging workforce 368
labour force participation rates 383
multigenerational workforce
costs 19
statistics 311
and new vision of aging 271
and patient advocacy 170–72
and retention of older workers 282, 287–8, 294, 295
statistics on ‘millennials’ 121
’supply side’ pathways 384
Talent Management Study 392–402, 404
unemployment statistics 58, 59
and youth unemployment 59, 78, 86, 89
Vaillant, G. E. 271
Van Dalen, H. P. 354
Van Dam, K. 339
Van den Bogaard, L. 270
van der Heijde, C. 339, 340
van der Heijden, B. 339, 340–41
van der Meer, P. 42
Van Horn, M. 384
Vargas, Getulio 142
Vermond, K. 259
Verworn, B. 14, 353–4
Veterans
  BRIC nation typological comparisons 154–5
  and changing nature of work 44
  characteristics of 22, 54, 139, 141
  as ‘disciplined generation’ 139
  as generation type 21, 22, 139, 156
  stereotypes of 24
  work values 139, 141
Vettese, F. 259
Vital@Work initiative 358
Voelpel, S. C. 363, 366
volunteering/voluntary organizations
  92, 167, 175, 195, 252, 253, 256,
  269–70, 322
von Bonsdorff, M. E. 19, 362
‘voracious consumers’ 46
Wahrendorf, M. 256
WAI (Work Ability Index) 362–3
Walsh, D. A. 185
Wang, L. 254
Wang, M. 10, 9–10, 19, 259, 362
Wang, S. 328
‘war for talent’ 4
Warr, P. 53
Waters, L. 254
Watkins, K. E. 331
Webster, J. R. 13
Weigl, M. 224, 227
welfare provision 8, 39, 41, 44, 88, 167,
  174, 291–2
well-being
  and motivational goals 189, 195–6,
  198, 202, 203–4
  organizational support for 256,
  258–9
  psychological 17, 60, 165, 258–9,
  409–10
  and retention of older workers 294
  and volunteering 269–70
West Chester University (Philadelphia)
  175–8
Westaby, J. D. 185
Westerlund, H. 12
Westerman, J. W. 125
Western Airlines, Inc. v. Criswell (1985)
  104
WHO (World Health Organization)
  85, 262
Windle, G. 216, 218–19, 226
Winwood, P. C. 219–20
Wittekind, A. 339–40
Wohrmann, A. M. 10
Wolff, S. B. 6
Woolf, M. 213
work motives 13–14, 254
work outcomes 3, 13, 28, 165, 166, 258,
  259, 343
work values 28, 124, 126–7, 129–30,
  139–41
workability 223–5, 227–8, 230
worker vitality 358
work–life balance 16, 25 26, 43, 238,
  355, 373
workplace injuries 18–19, 171, 288,
  355
workplace learning
  and changing nature of work 359
  cultures of 328, 329–30, 332, 334–5,
  338, 343, 344, 346
  defining 359
  and employability 326, 339–41, 342,
  343, 346
  formal 326, 329, 330, 332–4, 335,
  336, 337, 338, 340, 342, 344–5,
  360
  hard skills 344–5
  importance to organizations 326,
  329–30, 345
  individual learning examples 326–7
  informal 326, 327, 329, 330, 331–2,
  334–8, 340, 342, 344–6, 360
  inhibitors to learning 334–5, 360
  and knowledge transfer 343–4
  and leadership 330, 331–2
  learning barriers 336, 337–8, 360
  learning facilitators 336, 337–8, 360
learning organization models 331–3
learning outcomes 337–8
learning potential of workplaces 333–4
learning processes 330
learning strategies 336, 337, 360
organizational benefits 329
and organizational learning 327–8
practical implications 346
self-directed 338
and self-efficacy 341−2, 343, 346
soft skills 344−5
and training 330−32, 334, 337−8, 340−41, 344−6
see also lifelong learning
World Elder Abuse Awareness Day 267
Wright, L. 259, 266
WTO (World Trade Organization) 150
Yang, J.-T. 332, 344
Yang, Y. T. 167
Youth Employment Package (2014) 90
youth unemployment
and adolescence 84
bioecological model 81–90
common features of 79
and community 87–8
definitions of ‘youth’ 79
and digital technology 41
and employment protection legislation 80
and family factors 87, 92
and global economic crisis 60–61, 70, 78, 79, 80–81, 83
higher than adult unemployment 59, 79–80
impact of aging population on 20–21
increase in 39–40
long-term effects of 59, 72
and mental health 83–7, 89
and migration/immigration 80–81, 83, 88
perceived characteristics of young people 40–41
and skills mismatch 80
societal effects 88–90
and stereotypes 40–41
and stress 82–7, 89
tackling 90–92
and temporary contracts 80
worldwide statistics 59, 78–9
Zabel, K. L. 221
Zach, H. 168, 221, 228
Zemke, R. 21–4, 376, 377
Zhan, Y. 252
Zoabi, H. 291
Zuba, M. 178