

Dealing with economic and demographic challenges: Workplace innovation practices as a timely and effective response to older workers' needs

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Abstract

There is substantial evidence that workplace practices can support employee health and well-being. In the present paper we focus on and explore the role of workplace innovation (WI) practices for older workers' health and well-being. We start by arguing for a more comprehensive and less fragmented approach to workplace practices and for practices that can create the conditions to support both quality of working life and organisational performance. We then suggest that WI practices offer such an approach and present evidence that links the effects of four types of WI practices (work organisation, structure and systems, learning and reflection, and workplace partnership) to a range of health and well-being outcomes (health, well-being, work engagement, performance, and decisions to delay retirement). Even though no direct empirical evidence currently exists that links WI practices to the health and well-being of older workers, the available research gives rise to a number of propositions for research and practice. These propositions can contribute to the development of a fruitful line of research on the impact of WI on older workers' health and well-being.

Keywords: Older workers, workplace innovation practices, human resource management, health, well-being, work engagement, performance, retirement

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Recent demographic and economic changes have dramatically affected the structure of the workforce in many European countries, in turn resulting in a growing proportion of older workers (Ilmarinen 2001). This has created challenges for organisations in maintaining employee health and productivity and retaining and engaging older workers (Armstrong-Stassen and Ursel 2009; Acas 2011; Armstrong-Stassen 2008). To address this, the ability to identify HR or workplace practices that can support employee quality of working life and prolong working lives is becoming increasingly important for ageing and older workers as well as for the organisations faced with the challenges of the changing workforce demographics (Armstrong-Stassen and Ursel 2009). Although there is substantial evidence that WI practices can significantly benefit both quality of working life and organisational performance, their relevance for older workers is yet to be summarised.

With the present review we propose that age-inclusive workplace practices are essential for supporting all workers through ageing and older workers' health and well-being, and in turn for bolstering engagement and willingness to remain in an employment relationship after official retirement age. Such practices need not to be age-specific, but they do need to be age-aware. The former requires being aware of changes through the lifespan that all individuals go through, whereas the latter focuses on the needs of specific demographic groups and may inadvertently introduce bias and inequality. Thus, we distinguish between 'ageing' and 'older', and suggest that workplace practices aimed to support ageing workers need to take into consideration how individuals change through the lifespan and be comprehensive so as to provide the foundations for enhanced quality of working life across all ages. We then examine how specific types of workplace practices can support ageing workers' health and well-being, performance and retention. Throughout, we summarise our findings into a number of propositions for future research and practice.

The demographic challenges for maintaining quality of working life for older workers

Demographic changes across the EU have transformed the European economy and society and created challenges for organisations and societies faced with maintaining growth and sustainable development and employing a larger population of older workers. A decrease in birth rate and increase in life expectancy (Eurostat 2015) have changed the workforce composition, which now includes a growing proportion of older workers (Ilmarinen 2001; Winkelmann-Gleed 2010). It is expected that by 2025 there will be twice as many workers over 50 as those workers between 25 and 50 years old in most European countries (Ilmarinen 2001). These demographic and economic challenges have created a dual need to maintain organisational performance whilst at the same time supporting older workers in a labour market that can optimise their skills and knowledge and protect their well-being. In addition, immigration to EU member states provides a source of human capital to cover the needs of labour market shortages due to the on-going ageing population (Pollard et al. 2008). The recent economic recession has also impacted dramatically on the European labour market with older workers being severely affected (Eurofound 2012). Due to the crisis, EU Member State governments are proceeding with cuts in public spending, thus, older workers need to spend more on health and long-term care services (AGE Platform Europe 2012). While some older workers would be willing to exit the labour market voluntarily or because their health condition prevents them from working, there is a proportion of older workers who would prefer to continue working for financial reasons (Winkelmann-Gleed 2010). However,

employers appear to be encouraging early retirement and exit from the labour market (Armstrong-Stassen and Ursel 2009) by placing more emphasis on labour costs rather than on overall productivity (van Dalen, Henkens, Henderikse and Schippers 2010).

Solutions to these challenges have been proposed, including legislative changes such as increasing the default retirement age or pension reforms (Acas 2011), assessment and evaluation of the impact of existing labour policies and legislation relating to older workers, incentives for preventing early retirement, encouraging job sharing, and flexible working arrangements aimed at promoting security and quality of work (AGE 2009). One of the most important measures has been the development of age-specific HR practices (e.g., Atkinson and Sandiford 2016; Kooij et al. 2013) such as flexible working arrangements (e.g., part-time work, job sharing by choice), job enrichment, and training opportunities (e.g. Armstrong-Stassen 2008; Atkinson and Sandiford 2016; Kooij, Jansen, Dijkers, and De Lange 2009; Rau & Adams 2005; Shacklock, Fulop and Hort 2007). However, there is little evidence that HR practices can support older workers. We are lacking a comprehensive set of HR practices that can address both demographic (i.e., prolong working lives via supporting older worker health and well-being) and economic challenges (i.e., maintain organisational performance and productivity).

Age-Specific and Age-Inclusive Human Resource Practices

Research has shown that through HRM organisations can offer opportunities and resources for prolonging working lives, specifically by improving the skills, motivation and attitudes of employees (e.g., Claes and Heymans 2008; Kuvaas 2008). Work-related motives and needs change with age (e.g., Kanfer and Akerman 2004; Kooij et al. 2011) and these changes subsequently affect the relevance and applicability of HR practices to different age groups of employees (Kooij et al. 2013). Theories of lifespan development have offered useful insights into how sources of motivation may change with age. For example, according to the selection-optimisation-compensation model (SOC), when the losses become greater than the gains, older workers will act differently from younger ones to develop adaptive strategies to respond to age-related changes. Specifically, older workers more so than younger workers will tend to use reallocation of resources, Baltes and Dickson 2001). In addition, socio-emotional selectivity theory (SST) outlines how the motive for gaining knowledge becomes stronger when time is perceived as “expansive”, whereas the need for selected social interaction becomes greater when time is perceived as “constrained” (Kooij and Van De Voorde 2011: 229). Thus, a change in work motives with age will be reflected in a change in the utility of HR practices for employees as they age (Filkenstein et al. 2015). For this reason, many scholars have argued for age-related HR practices (e.g., Atkinson and Sandiford 2016; Kooij et al. 2013).

In line with this, a range of studies on HRM and older workers have identified a number of HR practices, such as flexible working arrangements, job enrichment, and training opportunities, among others, as important for older workers (e.g., Armstrong-Stassen 2008; Atkinson and Sandiford 2016; Kooij et al. 2009; Paul and Townsend 1993; Rau and Adams 2005; Shacklock, Fulop and Hort 2007). For instance, Armstrong-Stassen (2008) found that extrinsic rewards, recognition, job design, performance appraisal, flexible working, training and development opportunities, as well as pre and post-retirement opportunities can impact on decisions to remain in the workforce. They support the case for developing age-specific HR practices for older workers. Past research on HR practices for older workers has led to suggestions to introduce bundles of age-specific HR practices that exhibit internal cohesion

and consistency as an alternative to or instead of single HR practices (e.g., Kooij et al. 2010). Although most of these studies have been broad and descriptive than specific and prescriptive, there is evidence that age-inclusive HR bundles are relevant for organisational performance and employee retention across all age groups (Boehm, Kunze and Bruch 2014). However, evidence on the impact of age-inclusive HR bundles on older workers' health and wellbeing appears to be missing.

Ageing is a continuous process. Although the jury is still out (Salthouse 2009) on the extent to which age-related declines in mental and physical resources (Ilmarinen 2001) and cognitive abilities (Peeters and Van Emmerik 2008) impact on work outcomes, we know that cognitive declines start in early adulthood (Salthouse 2009). Work-related needs and motivation are formulated gradually through the accumulated effects of experiences built throughout the working life (Bonnet-Belfais et al. 2014). Thus, successful ageing is determined by the impact of likewise changing, accumulating, or diminishing, personal and work resources (e.g., physical strength, income, social status) on motivation across the life course (Heckhausen et al. 2010). At the same time, because the definition of an older worker depends on a range of changes in biological, psychological, and social functioning (De Lange et al. 2006), researchers have proposed five different perspectives of age: chronological, functional, psychosocial, organisational, and life span (De Lange et al. 2006). Each of these brings different issues into focus when considering work-related outcomes and even intentions to continue work after retirement (Kooij et al. 2008). In practice however, prevailing biased views of severe declines in later adulthood are in the heart of age-specific HR policies, and retirement policies and age management practices tend to apply equally as collective measures to all workers in a given chronological age category, without taking into account or attempting to tailor these to individuals' capacities or needs.

Successful ageing varies substantially among and within individuals. For example, Robson et al. (2006) suggested five criteria that individuals themselves use to ascertain successful ageing in the workplace: (1) adaptability and health, (2) positive relationships, (3) occupational growth, (4) personal security and (5) continued focus and achievement of personal goals. On these, Peeters and Van Emmerik (2008: 359) observed that "the importance of the five domains was related similarly across the age groups". There seems to be more variation within rather than between age groups in perceptions of ageing, and it may be possible that when examining changes in work-related motives and needs researchers may have overestimated the degree to which older and younger workers differ and the dimensions along which they are also similar. Approaching ageing not as a chronological process but from as an on-going developmental perspective makes the boundaries between 'older' and 'younger' fuzzier. In turn, such a perspective raises questions about the usability of age-specific HR practices and the juxtaposition of older and younger workers as well-delineated and distinct groups. Factors beyond chronological age per se may play a larger role in HR management decisions, potentially rendering HR decisions that are solely based on age to be flawed or irrelevant.

To complicate things, there seems to be no clear answer as to what combinations of HR practices can contribute to performance and other work-related outcomes (Guest 2011). There is also uncertainty around what HRM is supposed to do and a lack of an accepted classification of HR practices (Boselie et al. 2005). Because of similarities among individuals in criteria of successful ageing, and work-related needs and motives, it is possible to identify a set of HR practices beneficial for health and wellbeing. Because of differences among individuals related to age, it is also possible to identify HR practices that are more important but not necessarily unique to different age groups. For example, Kooij, Jansen, Dijkers and

De Lange (2010: 1111), in a meta-analysis of 83 studies, found that “that the association between maintenance HR practices and work-related attitudes strengthens with age, and that the association between development HR practices and work-related attitudes weakens with age”. Thus, it is possible that the same HR practices will be important, but to different extents, for younger and older workers’ health and well-being.

We suggest that a comprehensive set of workplace practices that can apply to all workers regardless of their chronological age is more beneficial than specific HR practices developed for older workers (where older is defined in chronological terms). Furthermore, such a comprehensive set of workplace practices can help to address the foundations for quality of working life that affect all workers, and be more proactive than ameliorative, focusing on the organisation as a whole, and supporting essential foundations for promoting employee health and well-being (Karanika-Murray and Michaelides 2013). Therefore, we argue that a comprehensive set of HR practices for health and well-being is more beneficial. In the next section we describe a range of workplace practices that can provide such a comprehensive framework.

Proposition 1: The same set of HR practices will be important for health and well-being among older and younger workers but to different extents

Workplace Innovation Practices

Workplace innovation (WI) practices (Pot 2011; Totterdill 2015) are a type of HR practices that offer a comprehensive approach to promoting the health and well-being of younger and older workers because they are concerned with the dual aims of improving the quality of working life whilst enhancing organisational performance (Pot et al., 2012; Totterdill 2015; Oeij et al. 2015; Kesselring, Blasy and Scopella 2014). They are defined as “developed and implemented practice or combination of practices that structurally (structure orientation or a focus on division of labour) and/or culturally (culture orientation or a focus on empowerment) enable employees to participate in organisational change and renewal to improve quality of working life and organisational performance” (Oeij et al. 2015; Karanika-Murray and Oeij, 2017). Examples include empowering job design, self-organised teams, opportunities for reflection, learning and improvement, high employee involvement innovation practices, the encouragement of entrepreneurial behaviour at all levels of the organisation and representative participation in the decision-making process creating sustainable and innovative organisations (Pot 2011; Totterdill 2015). In view of the lack of comprehensive frameworks of HR practices, the concept of WI offers such a framework that has also been linked to a number of desirable outcomes for older workers.

The defining characteristics of WI practices are that they (1) concern “collaboratively adopted changes” (Oeij et al. 2012; Totterdill 2010), (2) draw evidence from a range of areas including work organisation, human resource management, and supportive technologies (Pot 2011), (3) focus on both structural (job design) and cultural (empowerment) changes (Oeij et al. 2015), and (4) focus on creating the foundations for the use of skills and competencies to the fullest extent (Totterdill, Dhondt and Milsome 2002). A combination of practices can create the necessary conditions for organisations to maintain competitiveness along with enhancing quality of working, or promote both organisational performance *and* employee health and well-being. As Wilson et al. (2004: 567) note, “a healthy organisation is one characterised by intentional, systematic, and collaborative efforts to maximise employee well-being and

productivity by providing well-designed and meaningful jobs, a supportive social-organisational environment, and accessible and equitable opportunities for career and work-life enhancement". WI practice is widespread in many European countries but less so in the UK. For example national programmes grounded in WI have been introduced in the Netherlands and Finland to address the challenges of economic and political crisis (Pot, Dhondt and Oeij 2012; Kesselring et al. 2014) and of productivity in relation to the ageing population (Pot, Dhondt, and Oeij 2012).

Workplace innovation has been linked to reduced levels of stress, high job autonomy, lower physical job demands, continuous development and improvement of skills and better employment relations (Eeckelaert et al. 2012). For example, as Joyce and his colleagues (2010) have suggested, initiatives that give workers more control in terms of working arrangements may affect employee health and well-being positively. Similarly, Karasek (2004) has noted that "task variety, team-working and use of autonomous production groups" can lead to higher levels of worker control which subsequently can result in better psychological health. It has also been found that high levels of worker control relate to better worker health, including reduced anxiety and depression (Egan et al. 2007). In sum, there is considerable evidence for the positive effect of WI and we suggest that it has strong potential to help develop inherently healthy workplaces (Karanika-Murray, Hardy, Michaelides and Wardle 2011).

Proposition 2: Workplace innovation practices can contribute to improved health and well-being and performance, specifically among older workers.

Work Design

Next, we discuss the available evidence on the benefits of specific WI practices (work design, employment relations, learning and collaboration, and employee voice) for older workers. Specifically, we seek evidence related to ageing and older workers' health and well-being, work engagement, performance, and retirement decisions. For some WI practices and outcomes the evidence is scarce, but we draw from a number of diverse literatures to establish the relevance of this group of practices to older workers.

Work autonomy includes job autonomy, flexible working, and self-organised teams. Well-designed jobs play a vital role in employees' ability to address challenges associated with high job demands and low autonomy and can support increased productivity, job engagement, and health and well-being (Häusser et al. 2010; Karasek and Theorell 1990; Totterdill 2013). Job design is a catalyst for addressing the changing mental and physical resources that ageing brings (Ilmarinen 1992 cited in Ilmarinen 2001). It could be assumed that a well-designed job is characterised by a broad skills structure, where employees can exhibit creativity and, in turn achieve improved quality of working life and well-being (Totterdill 2013).. The extent to which employees feel ownership of the tasks can drive motivation for innovative work behaviour, when embedded into job design, multifunctionality and interchangeability of skills can enhance engagement and increase motivation to work beyond completing the operational aspects of the task (Dorenbosch et al. 2005).

However, there is limited evidence on job design for older workers. When older workers have flexibility to apply their skills and knowledge they experience increased satisfaction and engagement. Although social characteristics of the job have not been of much research concern, it is expected that social support and job interdependence increase engagement,

satisfaction, and performance among older workers (Truxillo et al. 2012). Poor job design may have detrimental effects on all employees' health, which can, in turn, lead to early retirement. Furthermore, poor working conditions can have an adverse impact on the quality of work and psychological well-being (Schütte et al. 2014) and are associated with older workers' intentions to exit the labour market early (Kalousova and Mendes de Leon 2015; Siegrist et al. 2007). Finally, job quality more broadly can have a significant impact on health and ability to work until retirement age (Vermeulen 2014).

Proposition 3: Work autonomy is important for older workers' health, well-being and engagement with the potential to affect retirement decisions.

Flexible working can play a vital role for engaging and retaining older workers (Armstrong-Stassen and Ursel 2009; Armstrong-Stassen and Schlosser 2011). It is defined as "any policies and practices, formal or informal which permit people to vary when and where the work is carried out" (Maxwell et al. 2007:138), but also how work is organised, and may involve, for example, part-time employment, job sharing, home-based working, or teleworking (Atkinson and Sandiford 2016). Research has typically focused on working patterns that fit the workers' needs (Atkinson and Sandiford 2016). Flexible working arrangements for older workers is of growing research concern (Atkinson and Sandiford 2016) and may involve practices such as reducing the physical demands of the job to sustain the capacity and motivation for work (Kooij et al. 2010; 2008). Studies have shown that the provision of flexible working arrangements can prevent early retirement of workers over 50 years old (Christensen and Catsopoulos 2005).

Proposition 4: Flexible working arrangements can contribute to the engagement and retention of older workers

Work organisation also involves the creation of autonomous or semi-autonomous empowered teams, where employees have power to schedule tasks or control the production line (e.g. Junior and Novaski 2011; Kirkman and Rosen 1999). Several studies have examined the relationship between teamwork and performance, showing, for example, that teamwork that allows to make suggestions about improving production has a positive effect upon performance (Kuipers and de Witte 2005). Similarly, self-managed teams have been shown to have higher performance and better group functioning as compared to traditional teams (Cohen and Ledford 1994).

There is evidence for reciprocal benefits of teams that consist of a mix of older and younger workers. Not only older workers can contribute to team performance but also that teamwork may benefit physical or cognitive decline. The demographics of work teams, as in the whole workforce, are changing due to the growing proportion of older workers (Acas 2011). This can have teamwork management implications. For example, failing to understand the effects of age composition on team performance may result in subsequent failure to develop effective and productive teams (Gellert and Kuipers 2008). Furthermore, teamwork may play an important role in older workers' work-related needs in dealing with the onset of physical and cognitive decline (Kooij et al. 2009). There is evidence that older workers may contribute positively to team performance, and therefore developing workplace practices that focus on

team performance is necessary in order to improve the participation of older workers in the labour market (Gellert and Kuippers 2008).

Proposition 5: The quality of teamwork is associated with older workers' intention to retire

Employment Relations

The second element involves management support, increased sense of fairness and appreciation as well as openness. Because organisational walls and increased layers of hierarchy can halt and undermine the way people work together, co-create and innovate preventing employees from benefiting from different expertise, skills and knowledge around them (Totterdill 2015), increased job autonomy ought to be accompanied by decentralisation of authority. Introducing autonomous working teams and reduced hierarchies can improve communication and autonomy in non-managerial employees (Appelbaum et al. 2000), whereas decentralised structures and systems that are consistent and fair and “reciprocated communication” between line managers and employees are important for developing a culture of trust (Saunders and Thornhill 2003).

Additionally, high involvement and participation are associated with a sense of fairness within the workplace. When employees feel that their efforts are fairly rewarded they are more likely to innovate, going beyond the fulfilment of work tasks, but when they feel that their efforts are under-rewarded, they are less likely to exhibit innovative work behaviour (Janssen 2000).

However, it is unclear whether extrinsic rewards are more relevant than intrinsic rewards. Research has shown that expectations of financial rewards (extrinsic motivation) that are met can increase a sense of fairness (Frey et al. 2011) and drive innovative behaviour (Ramamoorthy et al. 2005). The consensus is that the convergence of extrinsic rewards and intrinsic motivation have an accumulated positive effect upon employees' creativity, eliminating the “over-erosion” effect of extrinsic rewards (Zhou et al. 2011:88). Specifically, rewards revolving around active encouragement, higher job responsibility, increased learning opportunities and career development, and good relationships among co-workers can support intrinsic motivation and innovative behaviour (Zhou et al. 2011).

With regards to older workers, the more motivated they are by their work, the less likely they are to exit the labour market (Kanfer and Ackerman 2004). In contrast, Sterns and Miklos (1995) suggested that job control greatly matters for older workers. Despite the limited research on ageing and work motivation (Kanfer and Ackerman 2004), it is known that opportunities to pass knowledge to younger workers can affect older workers' decision to remain in employment (Mountford 2013). Furthermore, intrinsic motivation can have a positive effect on health and the sustainability of work (Vermeyleylen 2014).

Proposition 6: Increased sense of fairness in how work efforts are rewarded can have a positive effect on older workers' motivation and intention to stay.

Collaboration

Through high employee involvement organisations can benefit from the exchange and combination of workers' skills and expertise (Cooke 1994). Participative ways of working can result in improved organisational performance and employee commitment unleashing

opportunities for continuous learning and reflection (Totterdill 2015). This is the founding idea behind the concept of employee-driven innovation where “*employees are systematically and actively contribute to the generation of new ideas which create value when they are implemented*” (Høystrup et al. 2012:7), which underpins working relationships from bottom-up to top-down. This type of learning in the workplace is essential, as inadequate learning opportunities may leave older employees without the necessary up-to-date skills to perform their work and achieve motivation and fulfilment. Of course, the provision of tailored learning opportunities is among the organisational practices linked to older workers’ contribution to work (e.g. Patrickson and Hartmann 1995). In summary, training and learning opportunities can create supportive working environments that can contribute to the retention and engagement of older workers (Mountford 2013).

Proposition 7: The provision of opportunities for learning and reflection can benefit older workers in terms of retention and engagement.

Employee Voice

The first three WI elements could not work in isolation from employee voice or workplace partnership, which is often defined as “a loose label for an approach to union-management cooperation that encompasses a wide range of variants” (Haynes and Allen 2001: 67). Workplace partnership has been defined in terms of a number of activities related to industrial relations, HRM, and work organisation (Totterdill et al. 2009), involving a range of well understood roles that work in partnership to improve employee well-being and organisational performance.

There is evidence that when implemented in isolation, representative participation (or participate in decision making through unions) can affect performance negatively (Guest and Peccei 2001). However, the co-existence of partnership arrangements and participative workplace practices can contribute not only to great levels of trust between employees, unions and employers, but also to enhanced performance (Oxenbridge and Brown 2004; Totterdill et al. 2009).

The opportunity given to employees to have a say either directly or through collective partnerships is conceptualised by many authors as employee voice (Boxall and Purcell 2011; Freeman et al. 2007). In the HRM literature, voice is considered to be a key element for organisational commitment and employee engagement (Wilkinson and Fay 2011). Essentially, allowing all employees to have a say in organisational decisions can increase their commitment (Boxall and Purcell 2003) and lead to the creation of an open employment relations climate. Effective workplace partnership, however, goes beyond industrial relations and can be used as a platform in order to make a meaningful difference (Totterdill 2015). A supportive work environment and collaborative culture that encourages employee participation, can support employee performance and in turn lead to improved organisational performance Ichniowski et al. 1996).

Workplace partnership and having a collective voice is even more important for older workers, and is more likely that older workers are union members (Visser 2002). A range of motives can justify the use of collective rather than individual voice (Wilkinson and Fay 2011). Employee voice may have democratic roots but also the organisation’s management may be interested in promoting it if there is an expectation of a reward. Union representatives play a significant role in this, establishing new roles and processes through greater

involvement (Bacon and Storey 2000). There are notable examples of business organisations that managed to create breakthrough improvements in performance by strengthening their employee-employer partnership (Totterdill 2015). Workplace partnership offers a huge potential for employees to be actively involved in a range of issues within the workplace, from job design and teamwork to change initiatives within the organisation, in this way acquiring “ownership” of the process as well as generating win-win outcomes for both employees (e.g., higher work engagement) and organisations (e.g., sustainable performance) (Totterdill et al. 2002). It is inferred that the workplace partnership can generate great benefits for older workers as well.

Proposition 8: Workplace partnership can positively contribute to the health, well-being, engagement and retention of older workers.

Implications for Practice and Future Research

There is no sound evidence on whether WI practices can affect older workers in terms of retention and engagement, so research on this is timely and needed for practical reasons. WI practices can greatly benefit older workers and organisations in many ways and therefore research to demonstrate expected positive associations between WI practices and older workers’ retention in the labour market post-retirement age would offer opportunities to develop practices to impact on retirement decisions and supporting work engagement, performance and health and well-being. In the longer term such changes would benefit the whole workforce and ultimately prevent older workers from exiting early the labour market allowing the organisations to benefit from accumulated knowledge and experience of older workers.

Conclusions

The engagement and retention of older workers is an increasingly important issue in an era of an ageing workforce worldwide. It is important to take a comprehensive approach to the workplace practices that can support older workers’ health and well-being. We have suggested that workplace innovation practices can achieve this by focusing on the conditions and foundations for the improvement of quality of working life and organisational performance in tandem (Pot et al. 2012), they can help to develop inherently healthy workplaces and are therefore relevant for workers regardless of their age. In this way, they can also address the dual demographic and economic challenges in a turbulent Europe. By summarising the available evidence into a number of propositions, we hope that this paper will guide future research and practice, with the aim to support the health, engagement and performance, and labour retention of older workers.

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