



University of HUDDERSFIELD

University of Huddersfield Repository

Davies, Eleanor M.M., Sappleton, Natalie, Johnson, Sheena and Dhingra, Katie

The role of line managers in influencing employee retirement decisions

Original Citation

Davies, Eleanor M.M., Sappleton, Natalie, Johnson, Sheena and Dhingra, Katie (2013) The role of line managers in influencing employee retirement decisions. In: British Psychological Society, Division of Occupational Psychology Annual Conference, 9th - 11th January 2013, Chester, UK. (Unpublished)

This version is available at <http://eprints.hud.ac.uk/id/eprint/16515/>

The University Repository is a digital collection of the research output of the University, available on Open Access. Copyright and Moral Rights for the items on this site are retained by the individual author and/or other copyright owners. Users may access full items free of charge; copies of full text items generally can be reproduced, displayed or performed and given to third parties in any format or medium for personal research or study, educational or not-for-profit purposes without prior permission or charge, provided:

- The authors, title and full bibliographic details is credited in any copy;
- A hyperlink and/or URL is included for the original metadata page; and
- The content is not changed in any way.

For more information, including our policy and submission procedure, please contact the Repository Team at: E.mailbox@hud.ac.uk.

<http://eprints.hud.ac.uk/>

The role of line managers in influencing employee retirement decisions

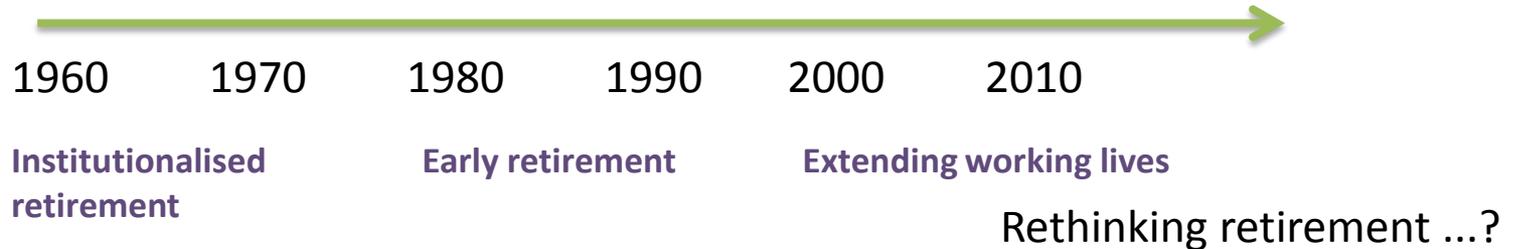
Eleanor Davies¹, Natalie Sappleton²,
Sheena Johnson³, Katie Dhingra¹

¹University of Huddersfield, ^{1,2}Manchester Metropolitan University, ³University of Manchester

Presented at:

Division of Occupational Psychology Conference, British Psychological Society, Chester, 9-11 January 2013

Timeline of changing context of retirement



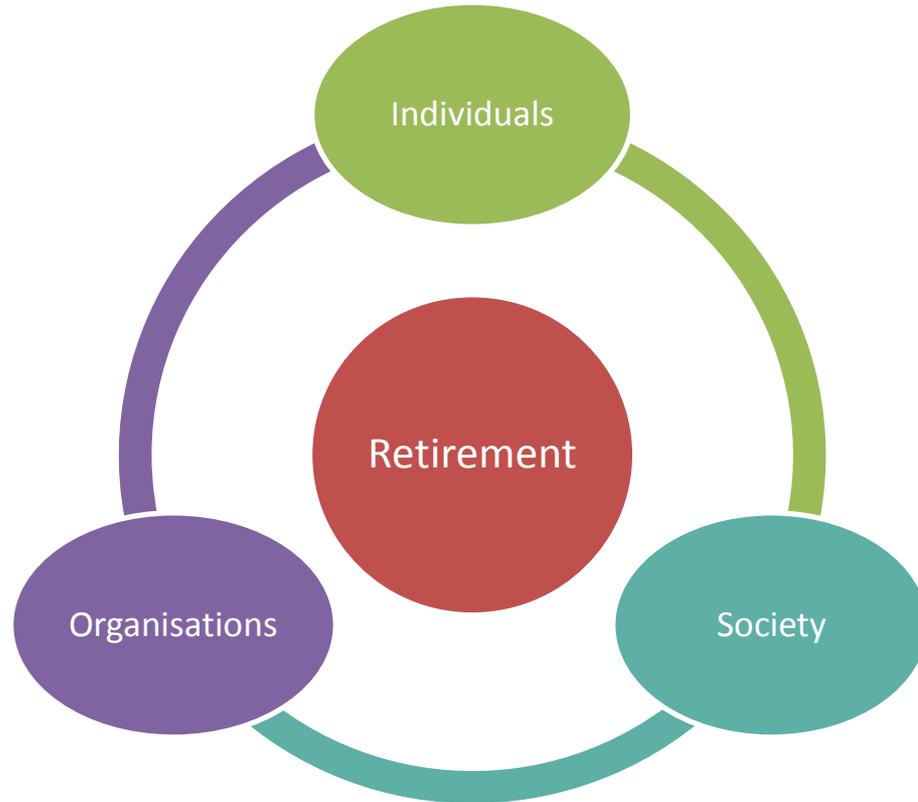
Institutionalised retirement:

- Timing socially defined :
Coincides with the state pension age / employer imposed.
- Education – work – rest
- Retirement as an event marking the abrupt shift to non-work.
- Discontinuous change.
- Two worlds – have and have nots

Modern retirement

- Greater individualisation of retirement
- Jobs are less fixed and retirement can be a shifting in balance of activities
- Retirement extended over time (50 – 75?)
- Multiple retirements
- Abolition of DRA

Implications of the new retirement environment

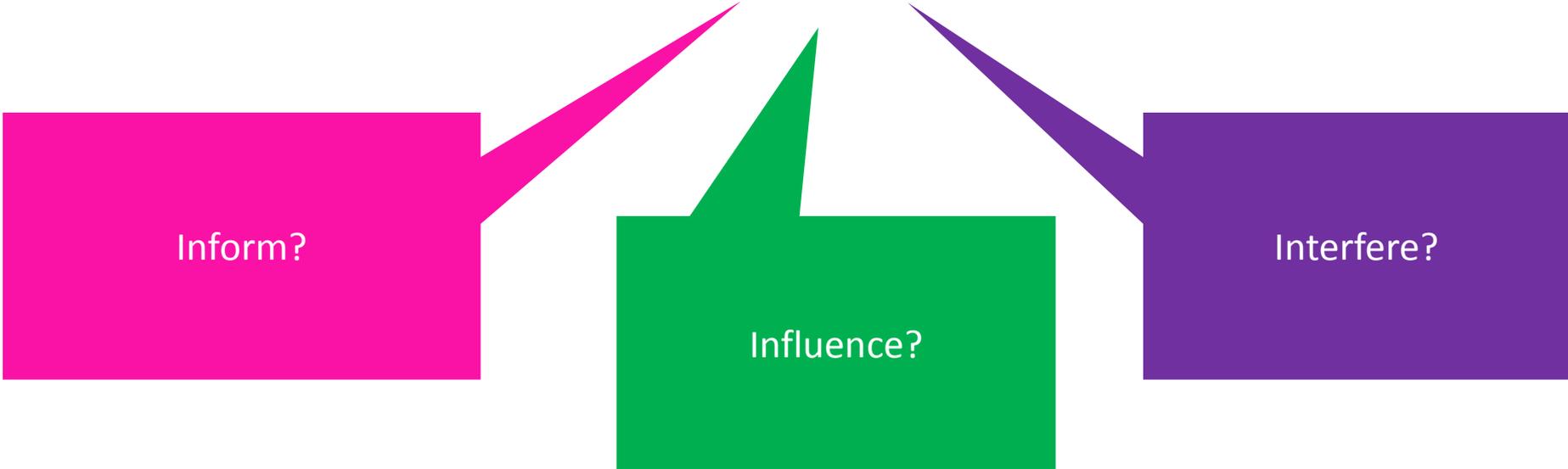




**Organisational
perspective**

Organisational implications

- Employers have a key role in providing opportunity and choice in the retirement process
- Line managers often have to implement the organisational policy and are critical.
- What is the role of line managers regarding retirement?



Inform?

Influence?

Interfere?

Line managers

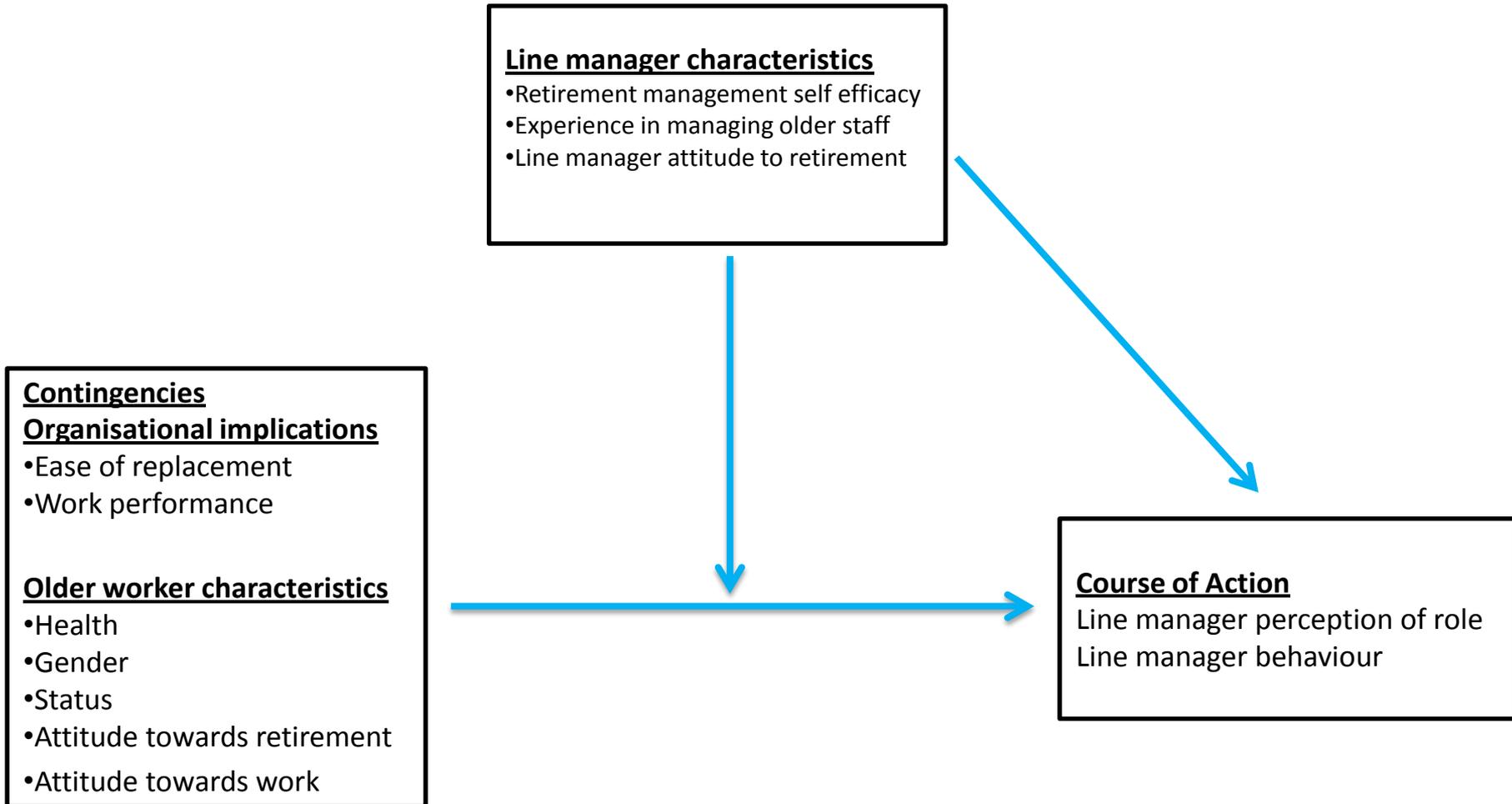
- Timing of retirement
- Work climate
- Availability of alternative working patterns
- Support, motivation and encouragement of staff (Henkens and van Dalen, 2011)

Research questions

To what extent do line managers consider that they have a role in managing employee retirement ?

What course of action do line managers choose?

Theoretical model



Methods

- Factorial design (vignette)

An example of a vignette used in the study

Mary is a Professor. She enjoys work. She is in good health. She is looking forward to retirement. Lately, Mary's work performance has been good. If she were to retire now, she would be relatively easy to replace.

1) If you were Mary's line manager, which course of action do you think you would take?

- I would not become involved in the retirement decision
- I would try to encourage Mary to consider continuing to work for the time being
- I would encourage Mary to consider retiring now

2) As Mary's line manager, to what extent do you think you have a role to play in the timing of the retirement?

- No role | 1
- | 2
- | 3
- | 4
- Definitely have a role | 5

Variables in vignettes

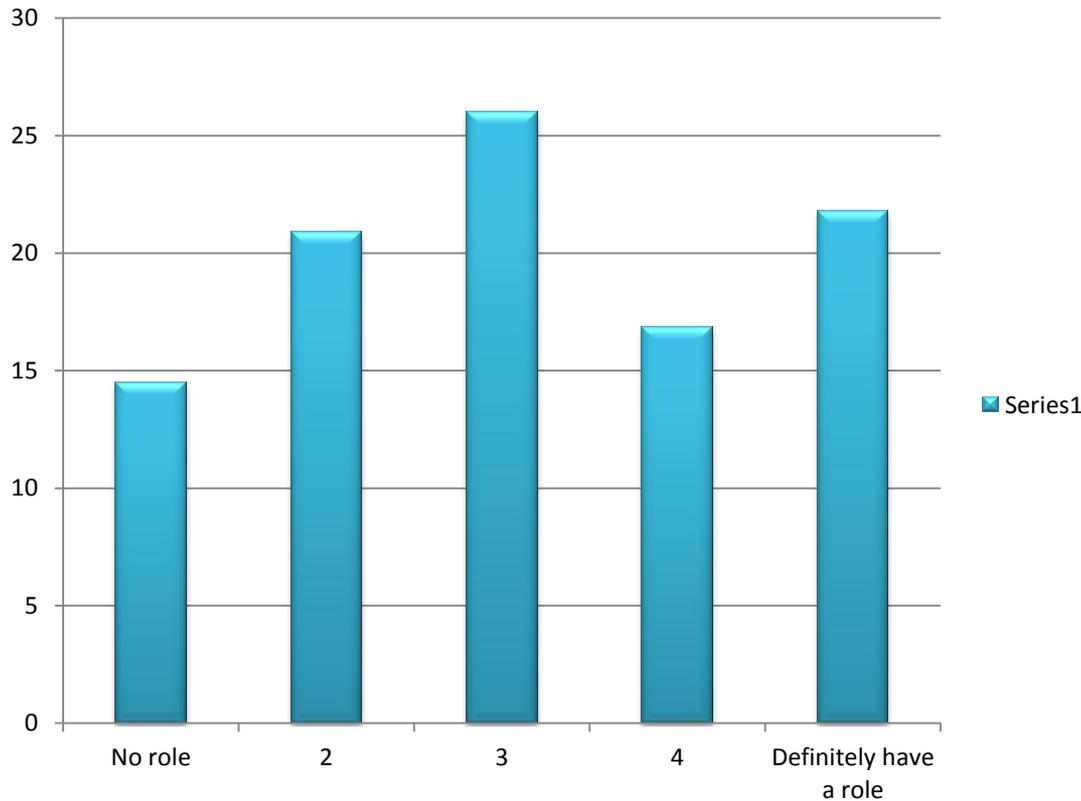
Item	Categories
Gender	Male Female
Grade	Senior lecturer Professor
Attitude to retirement	Do not know Looking forward Not looking forward
Attitude to work	Enjoys work Does not enjoy work
Health status	Good health Poor health
Ease of replacement	Easy to replace Difficult to replace
Performance	Good Poor

The number of the unique vignettes was 192 (i.e., $2 \times 2 \times 3 \times 2 \times 2 \times 2 \times 2$)

Participants and analysis

- Online survey of academic line managers (Deans, HoDs, Head of subject)
- 128 line managers (94 males, 34 females)
- Each respondent judged 8 randomly selected vignettes
- Vignette sample
 - N = 1015 role of line manager
 - N = 1012 course of action

Perceived role of LM in retirement decision



As x's line manager, to what extent do you think you have a role to play in the timing of the retirement?

- (1) No role
- (2)
- (3)
- (4)
- (5) Definitely have a role

■ $M = 3.11$

Differences between respondents

DV	Predictor	Direction
Role	Sex*	Females greater extent than males ($M = 3.36, SD = 1.26$ vs. $M = 3.01, SD = 1.36$) $t(1013) = 3.578, p < 0.001, d = 0.27$. F > M 'definitely have a role' (25.5% vs. 20.5%)
	Grade*	Deans ($M = 3.09, SD = 1.18$) and HoDs ($M = 3.21, SD = 1.35$) perceived it to be their role to a significantly greater extent than HoSs ($M = 2.48, SD = 1.25$). No significant difference between Deans & HoDs
	Age*	Respondents older than 60 years perceived that it was their role to influence the timing of the retirement decision to a greater extent than those up to 59 years
	Experience*	Respondents with experience of managing those over 65 perceive a greater role ($M = 3.31, SD = 1.24$ vs. $M = 2.80, SD = 1.45$)

Which course of action do you think you would take?

- 46.25 % Would not become involved in the retirement decision
 - 18.60% Encourage employee to continue working
 - 35.8% Encourage to retire now
- 
- 53.75%
- | Course of Action | Percentage |
|--|---------------|
| Would not become involved in the retirement decision | 46.25% |
| Encourage employee to continue working | 18.60% |
| Encourage to retire now | 35.8% |
| Total (Encourage to continue working + Encourage to retire now) | 53.75% |

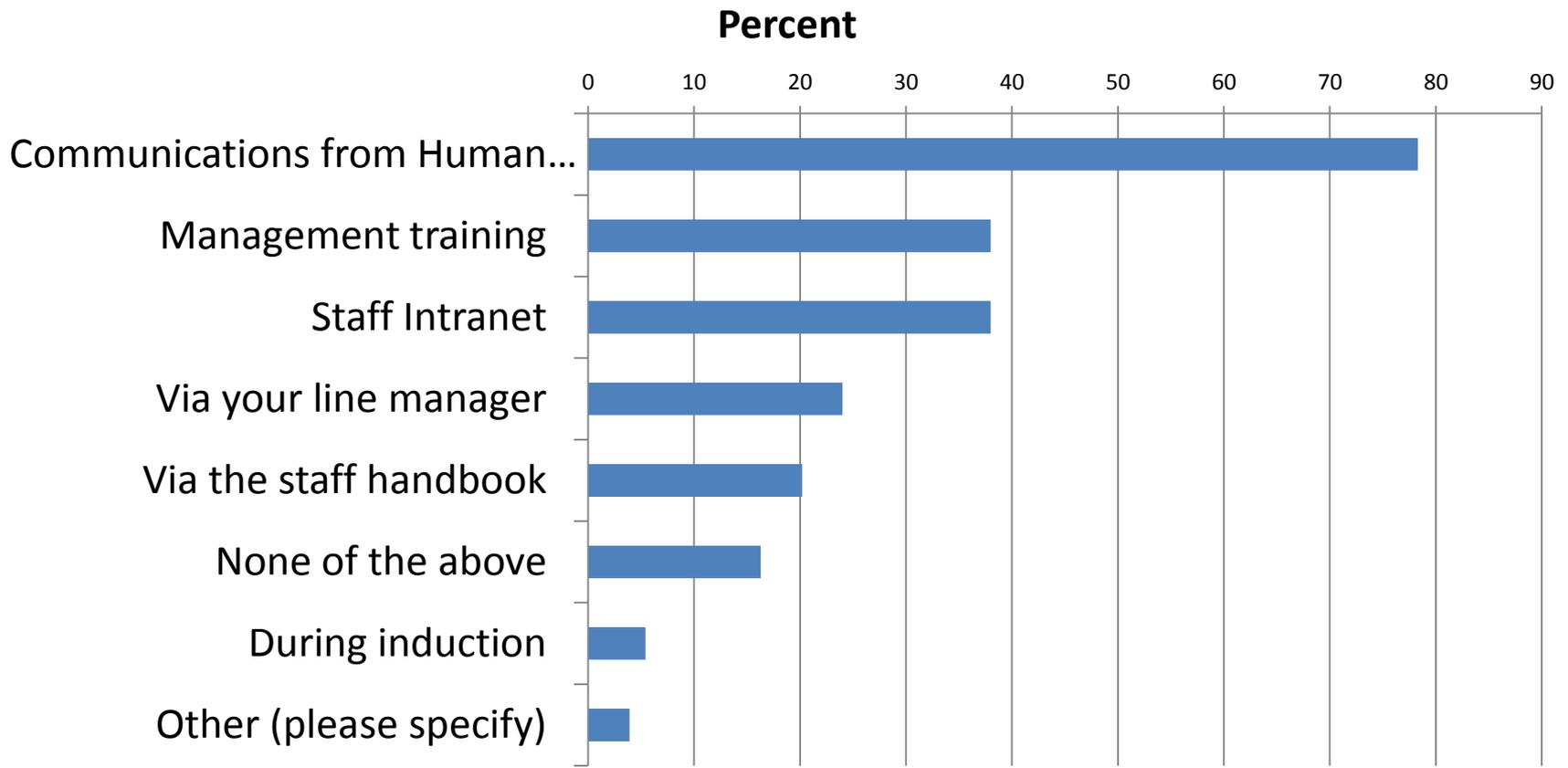
Conclusion

- Mixed attitudes to retirement from line managers
- Apparent preference for the encouragement to retire now, rather than extend working?
- Barrier to extending working life agenda?
- What are the determinants of these attitudes:
 - Individual level
 - Line manager level

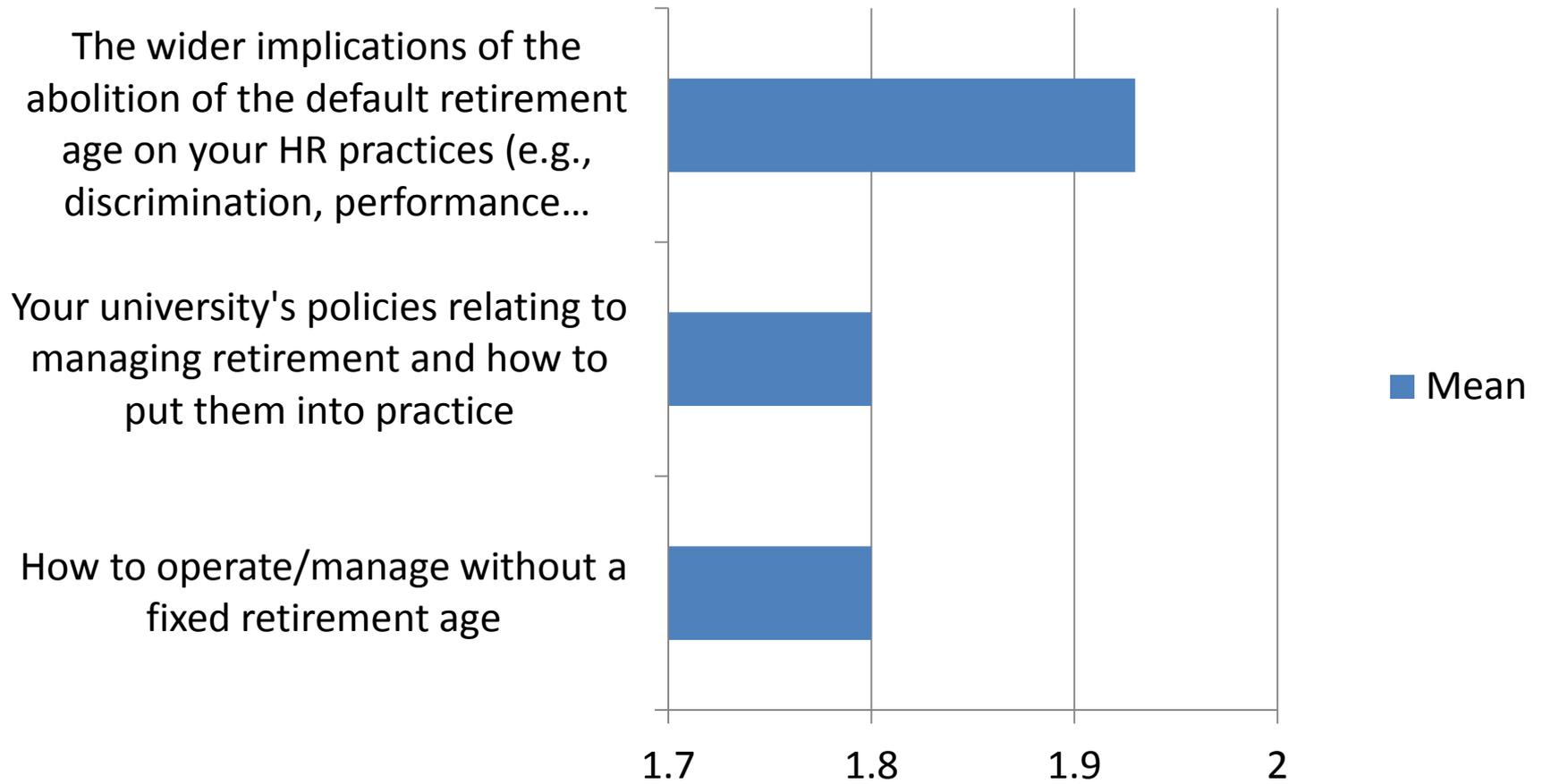
Question?

- Do you think your line manager has a role to play in your retirement plans?

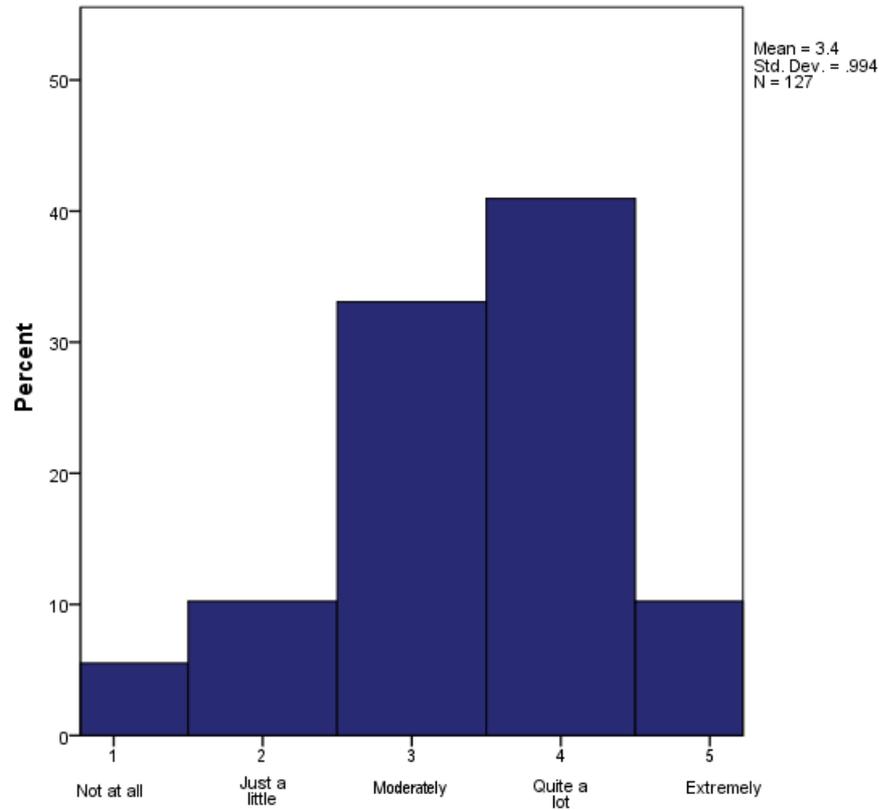
In which ways have you been made aware of your university's policies regarding retirement or extending working life?



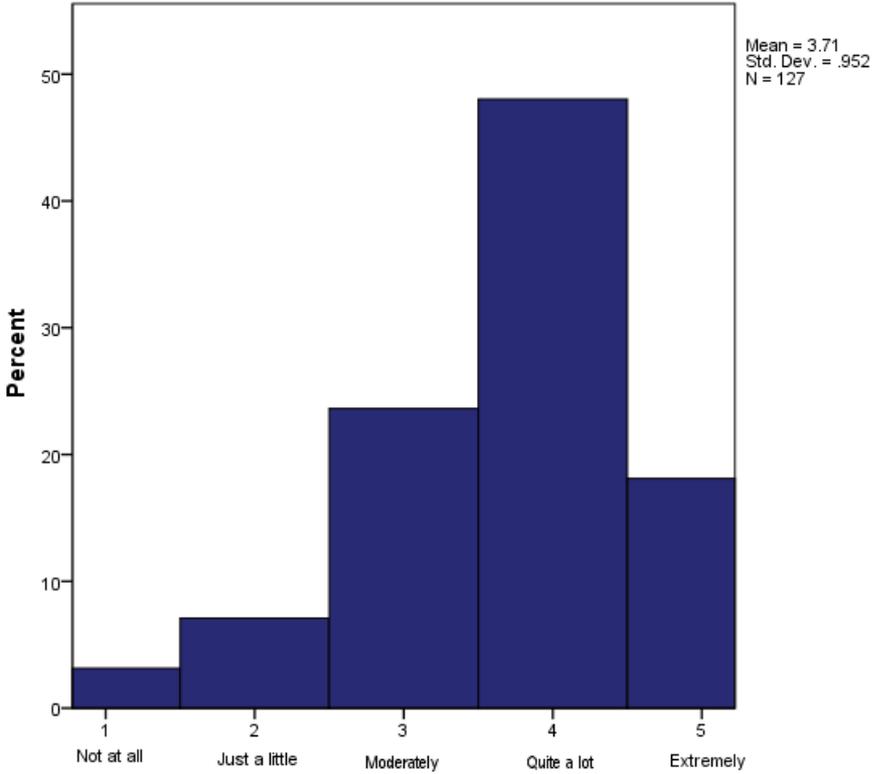
Training summary



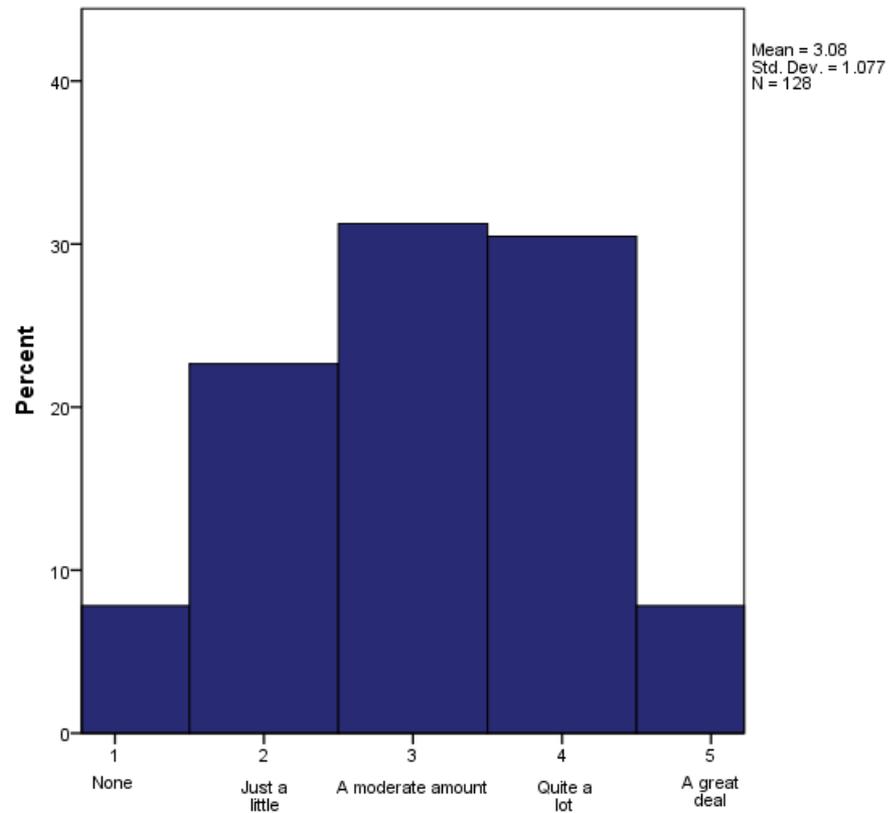
How supportive would your own line manager be in helping you find ways to enable older workers to extend their working lives?



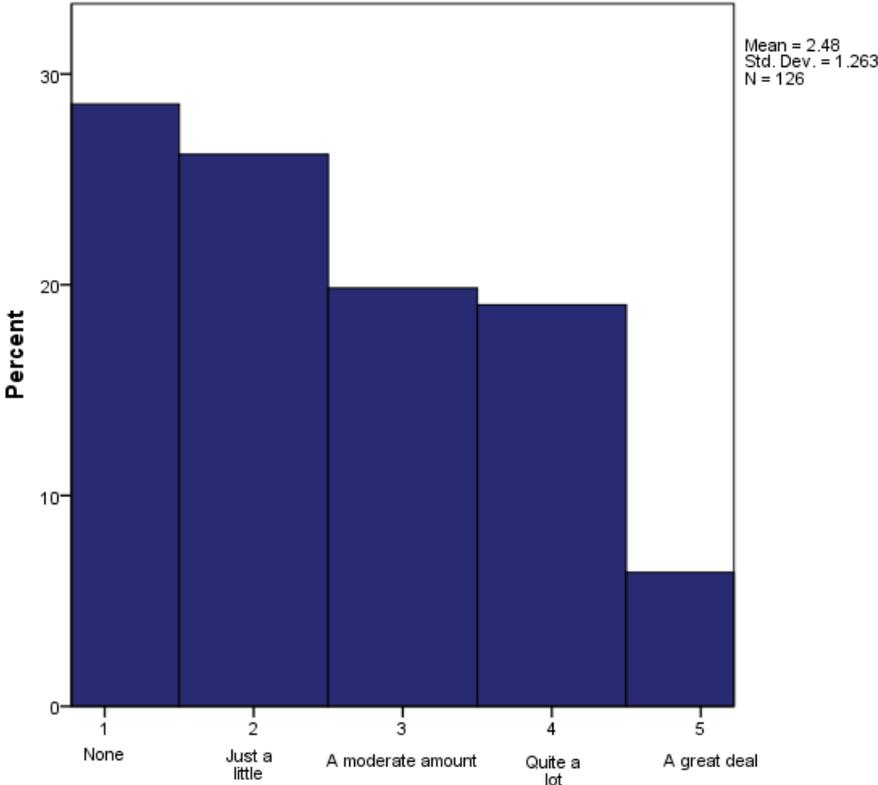
To what extent would your line manager support your decision-making over retirement timing and providing flexible working arrangements?



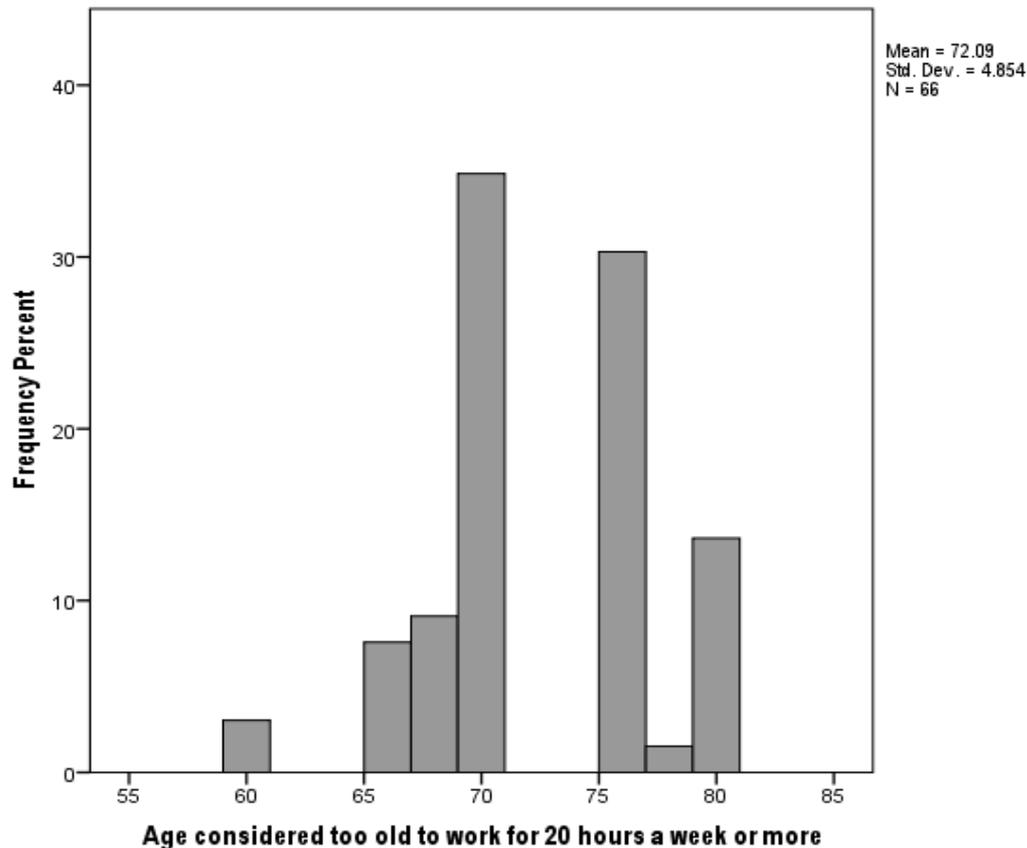
How much discretion do you have over the way you manage the retirement process of your older workers?



How much influence do you have over the retirement policies and procedures in your department?

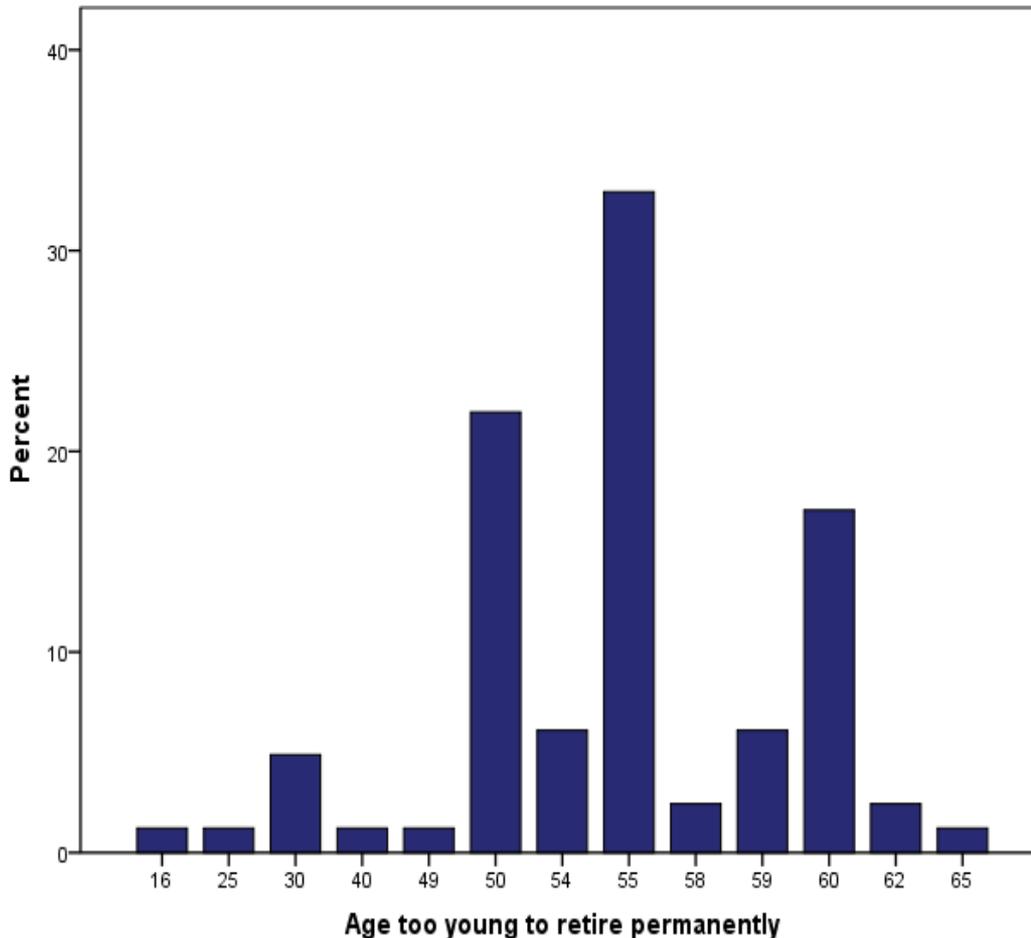


Too old to work in your organisation for 20 hours a week or more?



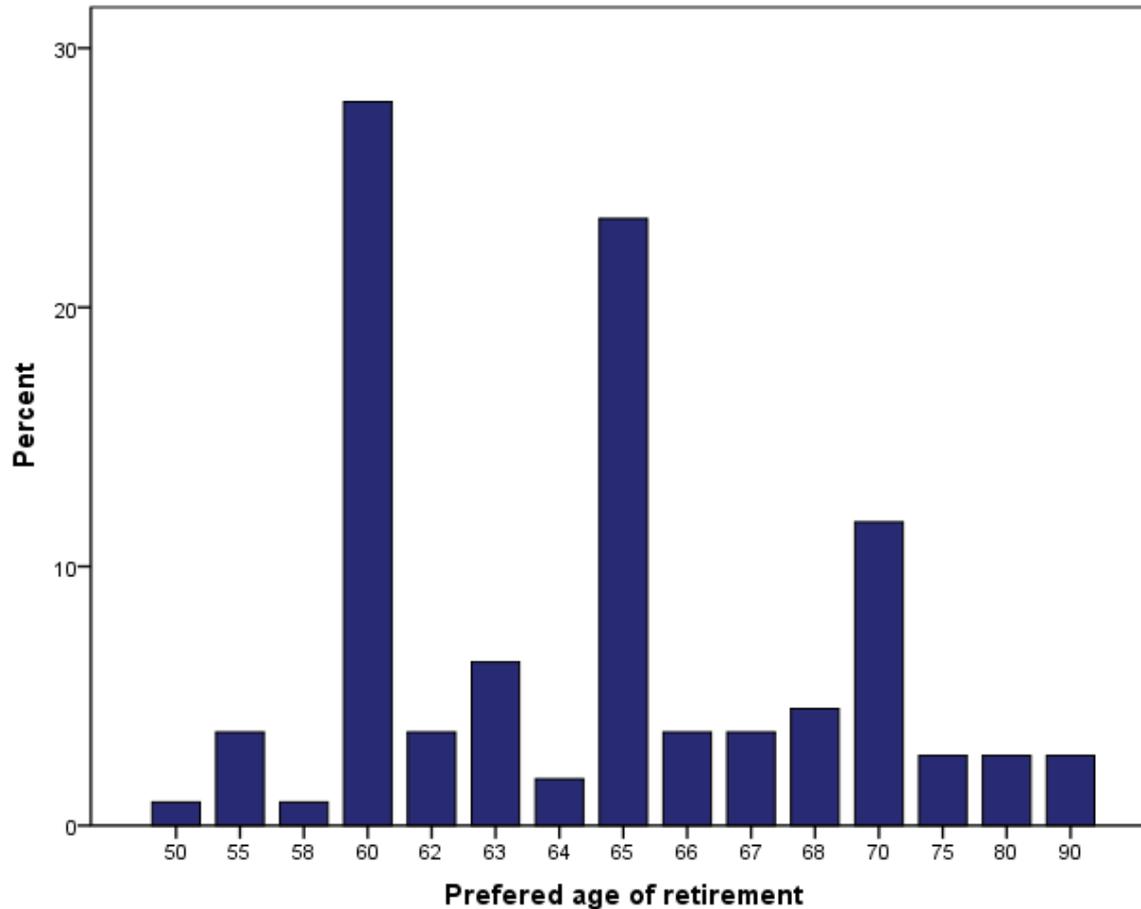
- Responses ranged from 0 to 10000 years!
- Responses were truncated between 50 and 80
- Mode = 70.00

Generally too young to retire permanently?



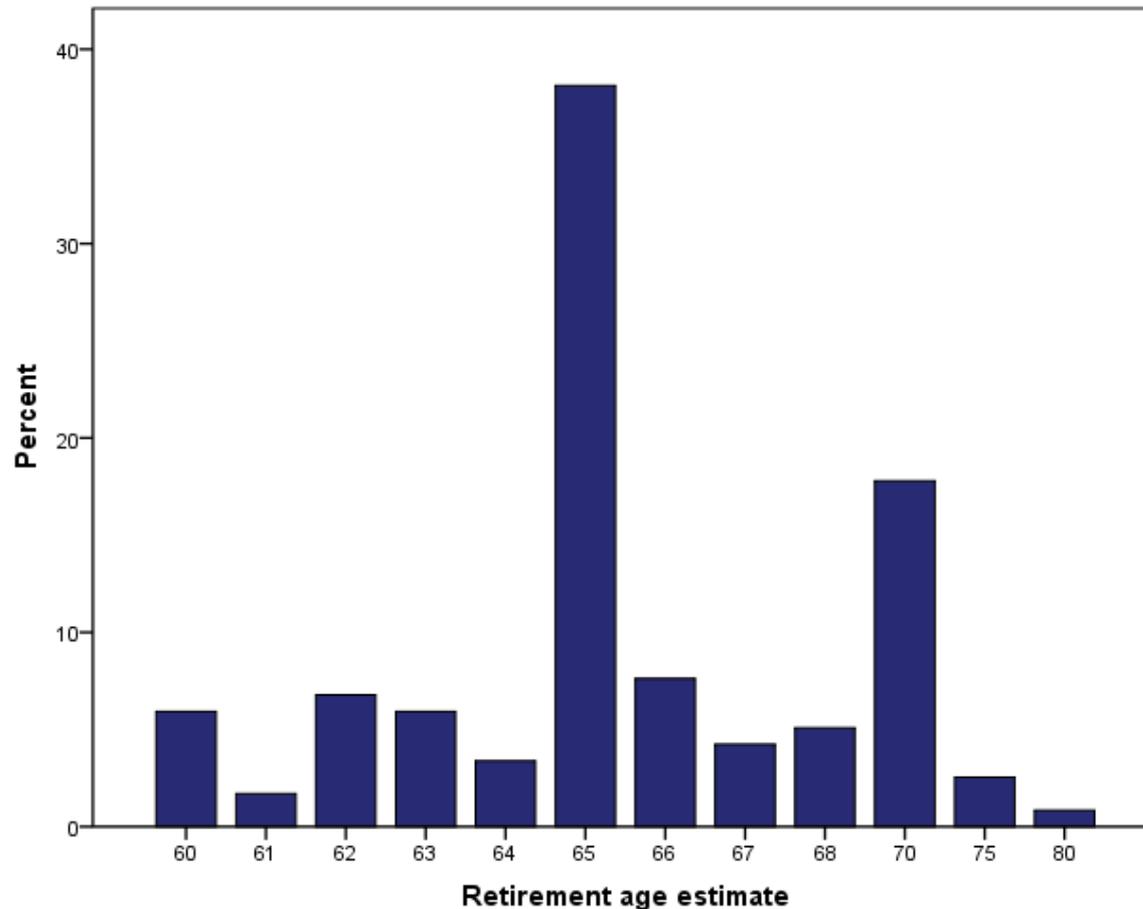
- Responses ranged from 0 to 999
- responses truncated between 16 (the age at which compulsory education ends) and 65 years
- $M = 52.99$ ($SD = 8.57$)
- Mode = 55.00
- 96.3% - < 60 years too young
- No significant sex difference, $t(80) = 1.73$, $p = 0.09$.

If you were able to choose, at which age would you like to stop working?



- Responses ranged from 0 to 1000000000000000 years
- $M = 64.97$ ($SD = 6.58$)
- Mode = 60.00
- No significant sex difference
- 68.5% reported a preference to retire at, or before the previous default retirement age of 65 years
- 9.1% of respondents reporting a preference to retire after the age of 70 years

What is your best estimate of the age at which you intend to retire?



- Responses ranged from 0 to 6770 years
- $M = 65.86$ ($SD = 3.40$)
- Median = 65.00
- 38.1% expected to retire after the age of 65 years
- No significant sex difference, $t(109) = 0.06$, $p = 0.96$.
- Only one respondent reported an estimate before 60 years and 2 after the age of 80 years