University of Huddersfield Repository

Davies, Eleanor M.M.

The influence of perceived organisational support and perceived supervisor support on retirement intentions

Original Citation


This version is available at http://eprints.hud.ac.uk/id/eprint/21485/

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 influence of perceived organisational support and perceived supervisor support on retirement intentions

Dr Eleanor Davies
Work, Age and Retirement Research Network
The Business School, University of Huddersfield
Background

- Retirement is a complex decision – institutional arrangements, personal, familial, and professional factors.
- Most retirement research from the occupation psychology and HR perspectives has focused on characteristics of the individual (e.g., role identity and work attachment theory), rather than on the nature of the work or social environment of the employee.
- Better understanding of the influence of the organisational environment on individual choices is needed, both in terms of theory development and from a practitioner perspective if they are to encourage extended working life.
Aims of paper

1. Explore similarities and differences between retirement and turnover.
2. Develop theoretical propositions for investigating perceived organisational support (POS) and perceived supervisor support (PSS) and retirement intentions.
## Turnover and Retirement

<table>
<thead>
<tr>
<th>Withdrawal from</th>
<th>Turnover</th>
<th>Retirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>job</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>organisation</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>profession</td>
<td>No</td>
<td>Yes (?)</td>
</tr>
<tr>
<td>career</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>(paid) work itself</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
A number of studies have investigated whether retirement and turnover are distinct constructs (Adams & Beehr, 1998; Hanisch & Hulin, 1990; Münderlein et al., 2013; Schmidt & Lee, 2008).

Broadly, personal characteristics (financial considerations, age and health) add more to the explanation of retirement intentions (Münderlein et al., 2013).

Work characteristics (e.g. job characteristics) better explain turnover intentions than retirement intentions.

However, organisational motivators can increase older workers’ labour market participation.
Organisational support and retirement intentions
Perceived organisational support (POS) and turnover intention

- POS is an employee’s global belief concerning the extent to which an employee believes that the organisation values their well-being. Support can be through tangible benefits (e.g. wages) or intangible (care, respect, collegiality).
- Links between POS and turnover intention have been established.
- Causal explanations have been through
  - Reciprocity / social exchange (normative commitment) (Maertz, Griffeth, Campbell, & Allen, 2007)
Extending perceived organisational support (POS) to retirement intention

- No studies have looked at whether POS is linked to retirement intentions.
- As choices available to older workers increase, it follows that the relationship with the employer will influence decision making.
- Older workers who feel supported by their organisation are more likely to derive positive feelings (affective commitment) and so be motivated to delay retirement (extend working life).
- The reciprocity principle might not apply in a similar manner to retirement intention as to turnover intention due to social expectations of retirement at around age 65.

Propositions
- There is a positive relationship between POS and retirement intention.
- POS effects on retirement intention will be mediated by affective commitment, but not by normative commitment.
Perceived organisational support → Affective commitment → Normative commitment → Retirement intention → No relationship expected
Perceived supervisor support (PSS) and turnover intention

- PSS refers to the view that employees develop concerning the degree to which supervisors value their contributions and care about their well-being (Kottke and Sharfinska, 1988).
- Two perspectives – support has been found for both in relation to turnover
  - Supervisors embody the organisation itself – employees interpret treatment by their managers as representing the employer more generally.
  - Supervisors engender their own attachments. Commitment, mentoring and coaching and LMX theories suggest that supervisor support. Developed relationships are characterised by support, trust, information sharing, liking, respect and reciprocal influence.
Extending perceived supervisor support to retirement intentions

- Theoretically, line managers and supervisors have a significant role to play in retirement choices:
  - Availability of alternative working patterns
  - Advice, support, motivation and encouragement of staff (Henkens and van Dalen, 2011)
  - Timing of retirement.
  - Work climate

**Propositions**
- PSS is positively associated with the retirement intention
- PSS effects on retirement intentions will be partially moderated by POS
Perceived supervisor support

Perceived organisational support

Affective commitment

Normative commitment

Retirement intention

No relationship expected
The life course perspective draws heavily on the education – work - retirement model

Whilst this still remains strong, the relatively clear markers between work and retirement, symbolised by mandatory retirement ages, have made the meaning more complex

Employees have to decide when to retire and how

Who decides what ‘retirement’ is?

What do we mean by retirement intention?
Withdrawal
- Move jobs / switch employer (resignation)
- Retire (retirement resignation)
  - Early (pre-65)
  - On time

Remain 65+
- Extend working life
  - Full time / part time
  - Same or modified form
  - Wind down
- Intention to past state pension age
- Retire ‘late’ / defer retirement
The decision to remain is conceptually distinct for older workers (65+) and have different antecedents than for younger workers.

- Social norms have developed suggesting that the default decision is to retire
- Failure to retire on time can provoke discrimination, prejudice and backlash
- The decision to remain at work, past normal retirement age, can be seen as an ‘active’ decision, rather than a passive choice.
- As an active choice, the decision of an older worker to retire differs from that of a younger person who stays in the job.