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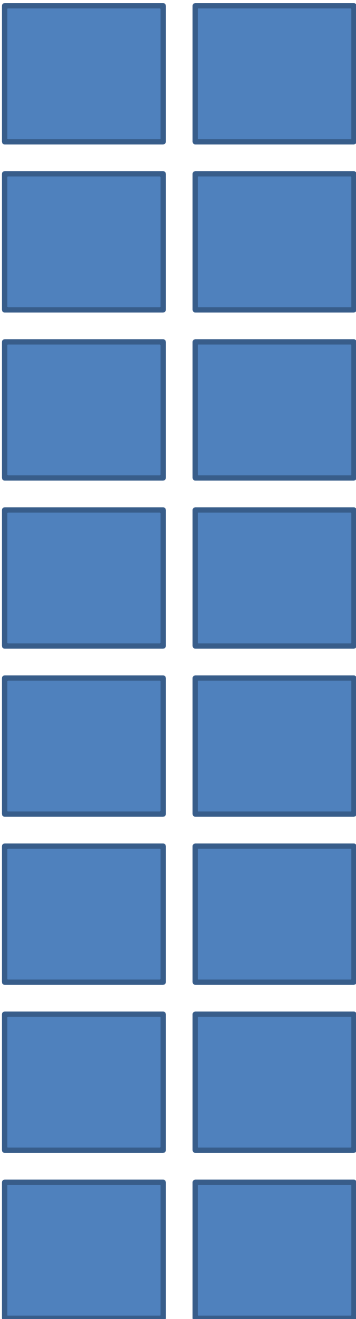
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Line manager involvement in employee retirement: a multi-level study

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Change in approaches to retirement management

- Line managers play an increasingly important role in HRM, including older workers
- Mandatory retirement ages minimised role of HR and line managers
- Early retirement schemes could by-pass line managers
- Without DRA and the emergence culture of extending working, the potential influence of line managers is much greater



How do line managers affect retirement?

Work climate

Support, motivation and encouragement of staff (Henkens and van Dalen, 2011)

Availability of alternative working patterns

Timing of retirement

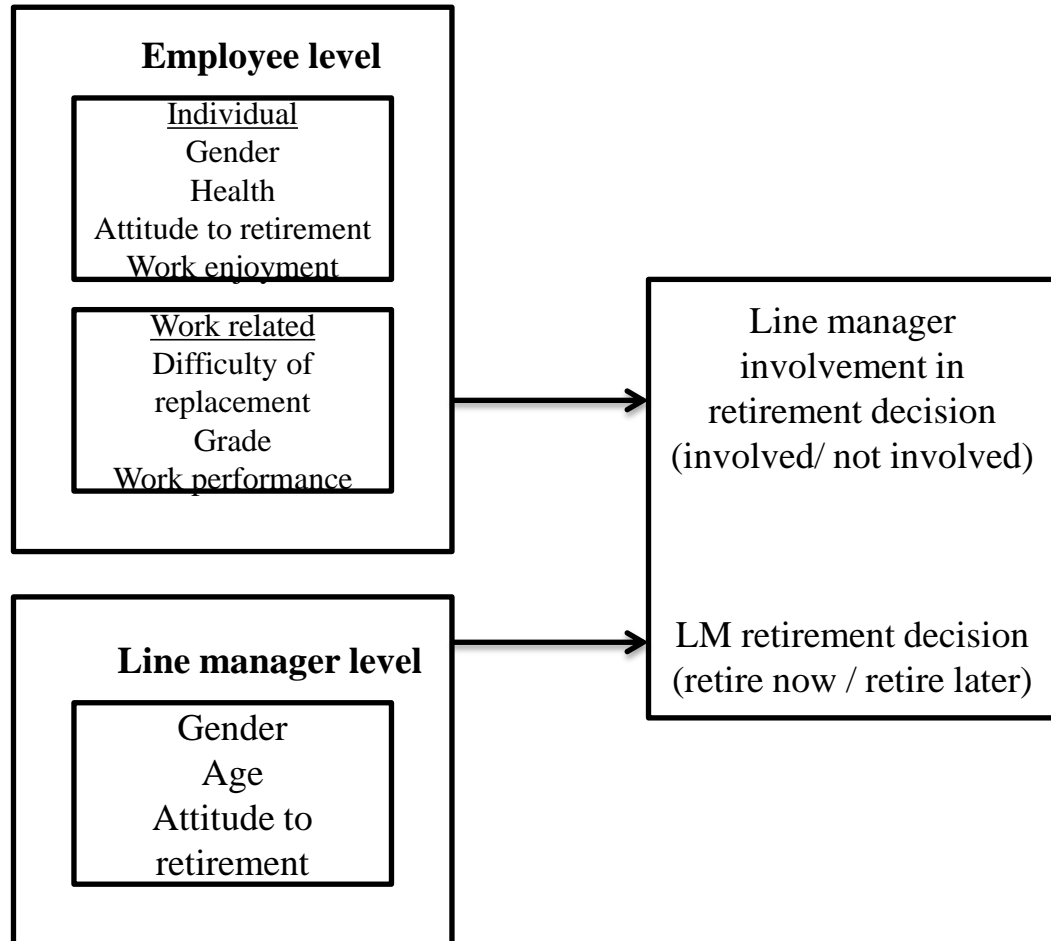
However, we do not know much about how line managers think about their role.



Key questions

- 1) Who is responsible for retirement management (HR / Line Managers / Both)
- 2) How much training / support have line managers had for managing retirement?
- 3) **Do line managers think they should be involved in retirement management?**
- 4) **What are the determinants of managers' involvement in the timing of employee retirement**
- 5) **What decisions do managers make in relation the timing of employee retirement.**

Conceptual model





Study

Academic line managers (N=129) from UK universities (73% male, 27% female)

Data collected:

Vignettes (Hypothetical scenarios of older workers).

- Grade, health, attitude to work, attitude to retirement, ease of replacement, gender (192 vignettes)
- Each line manager responded to 8 vignettes

Survey questions

- Demographics (age, management experience, gender)
- Line manager attitude to own retirement
- Who is responsible for retirement management
- Training for retirement management
- Retirement management self-efficacy

Mary is a Professor. She enjoys work. She is in good health. You do not know how this staff member feels about 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 5 Definitely have a role



Involvement in retirement choices

	Frequency	Percent
Not become involved	468	46.1
Encourage to consider continuing	189	18.6
Retire now	355	34.9
Total	1012	99.6



Analysis 1: Involvement

	Frequency	Percent
Not become involved	468	46.1
Encourage to consider continuing	189	18.6
Retire now	355	34.9
Total	1012	99.6

Involvement

Model specification	Factor/Covariate	p-value	Odds ratio	
			Best estimate	95% CI
All Level 1 variables forced entry	<i>Gender</i>	0.467	1.10	(0.85, 1.44)
	<i>Looking forward to retirement</i>	0.373	1.23	(0.78, 1.97)
	<i>Not looking forward to retirement</i>	0.271	0.77	(0.48, 1.23)
	<i>Grade</i>	0.797	0.97	(0.74, 1.26)
	<i>Work Enjoyment</i>	0.303	0.87	(0.67, 1.13)
	<i>Health</i>	0.395	1.18	(0.81, 1.73)
	<i>Replace</i>	0.500	0.91	(0.70, 1.19)
	<i>Performance</i>	0.006	0.48	(0.28, 0.81)
	<i>Health · Performance</i>	0.679	1.12	0.66, 1.90)
Level 1 variables substantively significant in multiple model only	<i>Performance</i>	<0.001	0.58	(0.44, 0.75)
All Level 2 variables forced entry	<i>Continue65</i>	0.285	1.38	(0.76, 2.50)
	<i>Gender-R</i>	0.292	1.43	(0.74, 2.78)
	<i>Age</i>	0.511	1.23	(0.66, 2.30)
Level 2 variables substantively significant in multiple model only	-	-	-	-
Final model	<i>Performance</i>	<0.001	0.58	(0.44, 0.75)

Involvement : multilevel logit analysis

Model specification	Factor/Covariate	p-value	Odds ratio	
			Best estimate	95% CI
All Level 1 variables forced entry	<i>Gender</i>	0.467	1.10	(0.85, 1.44)
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	<i>Age</i>	0.511	1.23	(0.66, 2.30)
Level 2 variables substantively significant in multiple model only	-	-	-	-
Final model	<i>Performance</i>	<0.001	0.58	(0.44, 0.75)

The odds of a manager seeking to influence the retirement decision of an employee whose recent work performance is good are 0.58 those of a manager seeking to influence the retirement decision of an employee whose recent work performance is poor indicating that managers are more likely to intervene in cases of poor performance.



Analysis 2: Course of Action

	Frequency	Percent
Not become involved	468	46.1
Encourage to consider continuing	189	18.6
Retire now	355	34.9
Total	1012	99.6

Model specification	Factor/Covariate	<i>p</i> -value	Odds ratio	
			Best estimate	95% CI
All Level 1 variables forced entry ¹	<i>Gender</i>	0.144	1.43	(0.88, 2.33)
	<i>Looking forward to retirement</i>	0.010	0.31	(0.13, 0.75)
	<i>Not looking forward to retirement</i>	0.203	1.66	(0.76, 3.62)
	<i>Grade</i>	0.222	0.74	(0.46, 1.20)
	<i>Work Enjoyment</i>	<0.001	3.59	(2.19, 5.88)
	<i>Health</i>	0.053	0.52	(0.26, 1.01)
	<i>Replace</i>	<0.001	2.98	(1.83, 4.84)
	<i>Performance</i>	<0.001	14.3	(5.41, 37.5)
	<i>Health · Performance</i>	0.012	0.29	(0.11, 0.77)
Level 1 variables substantively significant in multiple model only	<i>Looking forward to retirement</i>	<0.001	0.20	(0.12, 0.34)
	<i>Work Enjoyment</i>	<0.001	3.49	(2.14, 5.67)
	<i>Health</i>	0.039	0.25	(0.50, 0.97)
	<i>Replace</i>	<0.001	2.85	(1.78, 4.59)
	<i>Performance</i>	<0.001	13.2	(6.61, 26,4)
	<i>Health · Performance</i>	0.018	0.33	(0.13, 0.83)
All Level 2 variables forced entry	<i>Continue</i>	0.997	1.00	(0.59, 1.70)
	<i>Gender-R</i>	0.116	1.58	(0.89, 2.79)
	<i>Age</i>	0.605	0.86	(0.49, 1.51)
Level 2 variables substantively significant in multiple model only	-	-	-	-
Final model	<i>Looking forward to retirement</i>	<0.001	0.20	(0.12, 0.34)
	<i>Work Enjoyment</i>	<0.001	3.49	(2.14, 5.67)
	<i>Health¹</i>	0.039	0.50	(0.25, 0.97)
	<i>Replace</i>	<0.001	2.85	(1.78, 4.59)
	<i>Performance¹</i>	<0.001	13.2	(6.61, 26,4)
	<i>Health · Performance</i>	0.018	0.33	(0.13, 0.83)



Summary of course of action

1. Performance (13x)
2. *Looking forward to retirement (5x)*
3. Work enjoyment (3.49x)
4. Ease of replacement (2.85x)
5. *Health (2x)*

No line manager characteristics were significant



Summary of key findings

- No evident consensus about the role of line managers
- Only employee performance was significant in involvement.
- Looking forward to retirement is associated with earlier retirement, but not the reverse
- There is a link between work enjoyment and course of action (but whether it work enjoyment or non-enjoyment is not clear)

Practical implications

- Different treatment for employees
- Need for manager training?
- Implications for individuals: people may need to be proactive in seeking organisational support – they can't assume that the manager will necessarily respond

Theoretical considerations

- None of the line manager variables were significant. Is this because the right ones were not included in the study?
- Are the same dynamics at play in other samples?