Looking Up to Regulations, Out at Peers or Down at the Bottom Line: How Institutional Logics Affect the Prevalence of Age-Related HR Practices

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Published in Human Relations, 2013, 66(10), 1373-1395
http://hum.sagepub.com/content/early/2013/04/25/0018726713478244.abstract
Abstract

Drawing on new institutionalism theory, this study examines the influence of institutional logics, the belief systems that direct decision-makers’ attention to particular sets of issues, on HR adaptation to demographic changes. We argue that the prevalences of age-neutral HR management and of age-related HR practices such as age assessment and older worker-targeted practices, are shaped by the strength of the strategic (business case), benchmarking (comparing one’s set of policies with peers’) and compliance (laws and regulations) logics. In a sample of 420 U.S. organisations, a strong strategic logic was associated only with greater prevalence of age-neutral HR management. A strong benchmarking logic was associated with greater prevalences of age-neutral HR management, of age assessment practices, and of older worker-targeted practices. A strong compliance logic was associated with greater prevalences of age-assessment and older worker-targeted practices. This paper contributes to research on aging and extends work on institutional logics by (1) focusing on organisations’ differential enactment of institutional logics, reflecting the contextual embeddedness of HR practices and (2) showing that the prevalences of age-neutral HR management and of age-related HR practices are associated with competitive as well as institutional isomorphism.

Keywords: Aging, Age-related HR practices, Age-neutral HR management, Institutional logics, New institutionalism

Author Note
The research reported here was supported by a grant from the Alfred P. Sloan Foundation’s Program on Workplace, Work Force and Working Families to the Sloan Center on Aging & Work at Boston College (grant #2005-6-18). We are grateful to Stephen Deery and two anonymous reviewers, as well as to Saku Mantere, Bill Harley, Sue Epstein for their insightful comments on prior versions of this manuscript.
In most industrialized societies, shifts in the age composition of the labour force constitute a significant change in organisations’ business environments (United Nations, 2007). For instance, recent projections indicate that workers age 55 and older will make up 24% of the U.S. labour force by 2018, nearly twice the percentage from 1998 (Toossi, 2009). Other countries, such as Japan (Armstrong-Stassen, 2008a) and the Netherlands (Henkens et al., 2008), are already experiencing labour shortages due to population aging. Businesses that fail to anticipate and respond to the aging of their workforces may suffer losses of critical knowledge and skills, labour shortages, and decreased productivity, with long-term consequences for the economy as a whole (Dychtwald et al., 2006). Organisations that have conducted lay-offs and downsizing are especially vulnerable, since the talent gaps that result when workers retire from “lean” organisations are more likely to undermine organisational performance (Strack et al., 2008). At the same time, many older workers are extending their working lives because they prefer to continue working and/or cannot afford lengthy retirements (Zappalà et al., 2008), leading to increased age diversity at the workplace, age stereotyping (Riach, 2007) and consequent threats to the effective functioning of multigenerational work teams (Streb et al., 2008).

Effective human resource management in the context of aging and an increasingly age-diverse workforce is pivotal to achieving “demographic fitness” and maintaining organisations’ competitive and innovative abilities in the long run (Voelpel and Streb, 2010). Addressing demographic shifts requires a sophisticated and multi-pronged approach including analysis and understanding of an organisation’s current and projected employee body, careful implementation of HR policies to avoid age-based discrimination, and the prevalence of practices to suit the needs and preferences of older workers and to facilitate knowledge transfer between members of older and younger generations. Failure to do so may hurt employee morale and organisational
performance. While some employers are attuned and responsive to the changing demographics of the labour force, others are faring poorly at planning for and implementing HR practices for an aging workforce. Given the magnitude and potential impact of changing labour force demographics on employers and society, it is critical to understand what affects employers’ implementation of age-related HR practices.

Existing research provides some insight into decisions about the prevalence of different HR policies and practices. For instance, research has revealed that organisational size, industry sector, workforce demographics and their demand on the external labour market help explain the prevalence of HR practices (Goodstein, 1994; Ingram and Simons, 1995). However, less attention has been paid to the broad cultural beliefs and rules known as institutional logics. Institutional logics are organizing principles (Friedland and Alford, 1991) and belief systems that guide members of organisations as they make sense of their environment and that give meaning to their activities (Scott et al., 2000). Institutional logics may affect the prevalence of certain practices by structuring cognition and guiding decision-making within organisations (Friedland and Alford, 1991). We therefore propose that organisations’ institutional logics help to explain U.S. employers’ adaptation to the changing demographic composition of the workforce.

The present study examines three important institutional logics that channel organisational decision-making—the strategic, benchmarking and compliance logics—in relation to the prevalence of age-related HR practices. It builds on new institutionalism and, in particular, on DiMaggio and Powell’s (1983) analysis of the pressures that lead organisations toward more homogeneity in response to the institutional settings in which they are embedded, such as: (1) competitive isomorphism, where the main pressures are market competition and fitness, and (2) institutional isomorphism, where the main pressures are coercive (complying with laws and
regulations), mimetic (modelling of successful organisations) and normative (adopting norms prescribed by professional associations and consultancies). The strategic logic, grounded in competitive isomorphism, reflects the belief that organisations make human resource decisions based on the “business case”. According to this logic, human resource management practices are justified to the extent that they contribute to the organisation’s bottom line and help it compete successfully against other firms in its industry or market space. The benchmarking logic, stemming from institutional isomorphism (and more specifically from the mimetic and normative mechanisms of institutional isomorphism), focuses on how an organisation compares to other organisations in its field. Under this logic, organisations provide HR practices in order to enable them to compare more favourably with peers. The compliance logic, stemming from the coercive mechanism of institutional isomorphism, reflects organisations’ focus on implementing HR practices that are in line with labour laws and regulations. The purpose of this study is to test the argument that institutional logics, and in particular the strategic, benchmarking and compliance institutional logics, are related to the prevalence of age-related practices.

The present study examines three approaches HR use to address aging: age assessment practices, older worker-targeted practices, and anti-discriminatory sets of practices we term age-neutral HR management. Age assessment practices refer to an organisation’s efforts to take stock of the potential effects of the aging workforce, such as projected retirement rates (Pitt-Catsouphes et al., 2007). Older worker-targeted practices, such as phased retirement, are implemented specifically to retain and engage older workers (Taylor and Walker, 1998). Age-neutral HR management refers to efforts to ensure that HR processes and decision-making (e.g., recruiting, development, promotion) are managed in a way that treats all employees fairly, regardless of age (Duncan and Loretto, 2004; Kooij et al., 2008). These two sets of age-related
HR practices and the age-neutral HR management style have different objectives and therefore they can either be provided separately or sequentially, or they can coexist. An organisation may for instance simultaneously conduct an assessment of the workforce, combat discrimination by improving the procedural and distributive fairness of HR processes and decision-making, and provide specific programs aimed at increasing older workers’ engagement.

Thus far, most research on organisations and aging has considered age discrimination rather than age-related HR practices or age-neutral HR management (Loretto and White, 2006). The studies that have considered age-related and age-neutral HR practices and attempted to explain variation in their prevalence have tended to either focus on factors in the workplace climate, such as employer attitudes towards older workers (Loretto and White, 2006), or they have examined structural antecedents for adoption of the practices, such as the age composition of the workforce (Hutchens and Grace-Martin, 2006). To our best knowledge, very little research has focused on employers’ motivations to provide age-related and age-neutral practices. A notable exception is Armstrong-Stassen (2008b), who identified reasons why many Canadian employers were reluctant to engage in age-related practices. Further, no study to date has systematically investigated the role of institutional logics in the decision to provide age-related and age-neutral practices. However, the aging of the population is an important and relatively recent environmental change that presents a good opportunity to examine the influence of institutional logics on the prevalence of HR practices (Muller-Camen et al., 2011).

This paper contributes to a growing body of work aligning HR with new institutionalism theory (Oliver, 1997, Paauwe and Boselie, 2003; Purcell, 1999). More specifically, it extends new institutionalism theory and the institutional logics literature by showing that the strength of specific institutional logics within an organisation may significantly influence the prevalence of
HR practices in response to environmental change. As such, our study emphasizes the embeddedness of the crafting of HR practices in organisations’ institutional and competitive contexts (Paauwe, 2004). Although our study examines age-related practices, it provides a basis to research the influence of institutional logics on a wide range of other HR practices. This paper also contributes to the aging and diversity literature (Armstrong-Stassen, 2008a; Armstrong-Stassen, 2008b; Armstrong-Stassen and Schlosser, 2011; Loretto and White, 2006) by shedding light on which sets of values and beliefs are most likely to prompt decision-makers to adapt to demographic shifts.

**Literature review**

The concept of institutional logics helps to capture how organisations perceive and interpret their environments. Institutional logics have been defined as “material practices and symbolic constructions which constitute [an institution’s] organizing principles” (Friedland and Alford, 1991: 248). They are sets of beliefs and values, or cognitive maps that guide members of organisations as they make sense of their environment (Scott et al., 2000) and channel decision-making by prescribing certain actions and proscribing others (Ocasio, 1997; Suddaby and Greenwood, 2005). Institutional logics may develop at a variety of levels, for example organizations, markets, industries, inter-organizational networks, geographic communities and organizational fields (Thornton and Ocasio, 2008: 106). The influence of institutional logics on decision-making has been mostly examined with regard to changes in professions and profession governance (e.g., Lounsbury, 2007, on mutual funds; Scott et al., 2000, on healthcare organisations; Thornton, 2002, on higher education publishing). The present study examines the influence of three institutional logics that have developed in Western societies across organisations, fields and industries—the strategic, benchmarking and compliance logics—on the
prevalence of age-related HR practices. Organisations may enact institutional logics to different degrees, because their configuration and unique historical legacies interact with pressures of their institutional environment (Paauwe, 2004). Thus, the same set of economic and social conditions (e.g., the aging of the workforce) may provoke very different responses depending on the logic or logics that guide its interpretation within each organisation. In sum, institutional logics moderate actors’ interpretation of environmental conditions (Thornton, 2002).

In this paper we examine a set of institutional logics grounded in new institutionalism theory. DiMaggio and Powell (1983) distinguish between competitive isomorphism and institutional isomorphism. Competitive isomorphism, on the one hand, assumes rational decision-makers in a free and openly competitive environment, where the focus is on market competition (Paauwe and Boselie, 2003). Institutional isomorphism, on the other hand, accounts for coercive, mimetic and normative mechanisms that influence decision-makers (Paauwe and Boselie, 2003). We conceptualize institutional logics as organisational sets of beliefs and values resulting from an organisation’s focus on a subset of the environmental pressures that are exerted on its decision-making, which impact the HR practices it is likely to provide. Since institutional logics are guiding principles that help make sense of environmental pressures and changes, we expect that organisations will typically be more receptive to some types of pressures than to others, leading them to ground their decision-making in different sets of motives.

To examine to what extent competitive and institutional isomorphism may explain the prevalence of organisational age-related practices, we focus on three institutional logics that we term: the “strategic” logic, reflecting competitive isomorphism; the “benchmarking” logic, stemming from mimetic and normative institutional pressures; and the “compliance” logic, stemming from coercive institutional pressures. By strategic logic, we mean a logic focused on
market competition, closely akin to the managerial-market orientation discussed in previous institutional logics literature (Scott et al., 2000; Thornton, 2002). Such a logic is prevalent among organisations in industrialized capitalist economies and focuses on the ‘business case’ for the use of particular HR practices. The work of Thornton (2002) and Scott et al. (2000) has shown how the managerial-market orientation gained rapid ascendance in fields where concurrent professional logics existed. Organisations with a strong strategic logic are likely to monitor indicators such as sales, productivity, costs and profitability and base their decisions on hard data. HR officers in these organisations are likely to collect internal information through employee surveys and data mining and use financial measures, such as return on investment, to measure the effectiveness of HR practices. Thus, the need for a set of new HR practices has to be supported by “bottom-line” justifications (Milliken et al., 1990). This was illustrated by Friedman and Galinsky (1992) regarding work-family practices in the 1980s, which only became integrated with other HR and strategic practices when they were reframed as tools to improve employee engagement and retention, rather than an accommodation geared toward working mothers.

Second, by benchmarking logic, we mean a logic guided both by the mimetic modelling of successful organisations as a way to respond to uncertainty in the environment, as well as by the normative influence of professional networks such as universities and training institutions (DiMaggio and Powell, 1983). Indeed, organisations are not ‘closed systems, immune from external influence’ (Dobbin and Sutton, 1998: 441). Instead, they compare themselves to their competitors and may therefore use benchmarks as a valuable input when deciding how to react to an important change in their environment. Decision-makers may benchmark their practices with their competitors’ and choose to provide a particular set of practices because others are doing so
(Milliken et al., 1990). For example, the publication of ‘Best Places to Work’ rankings by magazines, such as *Fortune* and *Working Mother*, contributed to the propagation of work-family programs among large organisations and also guided academic research (Lambert, 2000). HR officers may also be receptive to trends and to what are considered best practices in HR as they network within their professional community and this may influence the prevalence of HR practices: an example of such trends is the evolution of the HR function from a back-office administrative function into the role of partner in implementing business strategy in the 2000s (Paauwe and Boselie, 2003).

Third, by compliance logic, we mean a logic that is receptive to coercive pressures embodied by labour laws and regulations pertaining to employment relationships and HR practices (DiMaggio and Powell, 1983). These regulations issued by the government are negotiated with social partners such as trade unions and works councils, so that HR practices that are considered best practices have become institutionalized in some countries such as Germany, the Netherlands or France (Paauwe and Boselie, 2003). Even in institutional settings where the state is considered weak (e.g., the U.S.), laws and regulations may have a very strong impact on HR practices, as was shown by the seminal work of Dobbin and Sutton (1998) on the rise of human resources management divisions in the U.S. after the passage of Civil Rights legislation.

Two or more institutional logics may coexist, as noted by Friedland and Alford (1991) and the more recent work of Marquis and Lounsbury (2007), Lounsbury (2007) and Reay and Hinings (2009). Institutional logics at the organisational level are not unlike organisational subcultures in that there is often a dominant logic and one or several “subdominant” logics (Hinings, 2012: 99). Thus, the coexistence of several logics may create hybrid logics that either support or compete against each other, as in the case of a professional, a community, or an
aesthetic logic being challenged by a market- or efficiency- oriented logic (Marquis and Lounsbury, 2007; Scott et al., 2000; Thornton, 2002; Thornton and Ocasio, 2008). Much as competing values may coexist within organisations, creating dilemmas and the opportunity to balance different perspectives (Quinn and Rohrbaugh, 1983), it is therefore possible that the strategic, the benchmarking and/or the compliance logics coexist within some organisations, such that the prevalence of age-related practices could be influenced by several types of pressures, each of these logics separately remaining a ‘useful device for explaining behavior that takes place in organisations’ (Quinn and Rohrbaugh, 1983: 375).

**Hypothesis development**

Organisations with a strong strategic logic need to be convinced by the business case before adopting innovative HR practices. Decision-makers in such organisations may direct their attention to age-assessment practices because scholars and practitioners have urged organisations to manage the demographics risks (Pitt-Catsouphes et al., 2007; Strack et al., 2008; Voelpel and Streb, 2010). For instance, Strack and colleagues (2008) argue in a recent *Harvard Business Review* article that changing demographics can threaten a business’ viability: retiring employees may expose an organisation to a talent and knowledge gap, productivity may suffer if aging employees remain in physically demanding jobs, and health insurance costs may rise. Case studies have shown that many employers see skill gaps and shortages as a key strategic issue (McNair and Flynn, 2005). Therefore, we expect that organizations with a strong strategic logic will be more likely to provide age-assessment practices that allow them to assess their demographic risks, which is the first step toward managing the risk and protecting the organisation’s competitiveness (Strack et al., 2008; Voelpel and Streb, 2010).
Scholars and practitioners have also begun to underline the economic benefits of preventing age discrimination and promoting age diversity. Recent research by Li and colleagues (2011) found that age diversity is positively related to firm economic performance, thereby bolstering the strategic case for investing in HR practices that enable companies to capitalize on age diversity. Age-neutral HR management promotes the full participation and engagement of employees of all ages, which is critical to achieving the increased innovation and creative problem-solving that can result from the diverse perspectives and approaches of workers of varied ages (Soares et al., 2012). Age-neutral HR management may enable employers to leverage these economic benefits by encouraging age diversity and at the same time levelling out the field for employees of all ages. Promoting fairness between the different age groups may help ensure that changing demographic trends do not generate backlash within teams, thus protecting employee engagement and productivity (Pitt-Catsouphes et al., 2007). Therefore, we expect that organizations with a strong strategic logic will be more likely to carry out an age-neutral HR management style that promotes age diversity and equity within the workplace (Li et al., 2011).

Older worker-targeted practices, however, may be a harder sell on organisations with a strong strategic logic. On the one hand, scholars have begun to demonstrate the economic benefits of flexible working arrangements and progressive retirement (Nakai et al., 2011; Pitt-Catsouphes et al., 2007) or knowledge transfer opportunities (Nakai et al., 2011). Such practices send a positive signal to older employees that their contribution is valued, which maintains their perceived organisational membership (Armstrong-Stassen and Schlosser, 2011) and may therefore help maintain their engagement and productivity (Ollier-Malaterre, 2010). On the other hand, organisations attuned to the bottom-line may be reluctant to engage in new HR
practices that may entail development costs. Along these lines, a recent study found that employees in downsized organisations indicated that their organisations were significantly less likely to offer older worker-targeted practices than organisations that had not downsized (Armstrong-Stassen and Cattaneo, 2010). It has indeed been noted that the business case for HR practices around progressive retirement and succession planning has not been solidly established yet (McNair and Flynn, 2005). In a recent Canadian study, just under half of surveyed organisations stated that they did not see older worker-targeted practices as a priority, which was confirmed by three-quarters of surveyed mature workers (Armstrong-Stassen, 2008b). Therefore, we do not expect that organizations with a strong strategic logic will be more likely to provide older worker-targeted practices.

*Hypothesis 1: The stronger the strategic logic is within an organisation, the more likely the organisation is to provide age assessment practices and to carry out an age-neutral HR management style.*

Unlike organisations with a strong strategic logic, organisations with a strong benchmarking logic are primarily susceptible to mimetic and normative pressures. These pressures have increased regarding aging and age-related HR practices; the AARP, in particular, has issued guides for employers (AARP, 2006) and has created in 2001 the Best Employers for Workers over 50 award to recognize these practices. In addition, professional HR publications such as HR Magazine (Krell, 2010; Lytle, 2012) regularly include articles on age-related practices and numerous professional conferences, workshops and webinars are organized on the practices both locally in U.S. states (see for instance then Virginia Department for the Aging and http://innovationsinaging2012.com/) and internationally (see for instance the AGE platform in

Thus, seeing their competitors and organisations in other industries implement innovative age-related HR practices may motivate organisations with a strong benchmarking logic to consider the aging of the labour force to be an important change and to start responding to it. Since age assessment practices are used to measure how the organisation is doing relative to its peers, we propose that organisations with a strong benchmarking logic are more likely than others to provide age assessment practices as a first step. In addition, a wide set of HR practices are more likely to help an organisation win awards and related recognition; therefore we propose that organisations with a strong benchmarking logic will also provide older worker-targeted practices and manage HR in an age-neutral way, leading to our second hypothesis:

*Hypothesis 2: The stronger the benchmarking logic is within an organisation, the more likely the organisation is to provide age assessment and older worker-targeted practices and to carry out an age-neutral HR management style.*

Lastly, the compliance logic may entice organisations to provide age–related HR practices. Since our data are from organisations in the U.S., we focus on U.S. laws. Recent U.S. regulations such as the Age Discrimination in Employment Act (ADEA) directly address the role age plays in HR processes. Organisations with a strong compliance logic would therefore conduct age-assessments so as to audit whether they might be discriminating in their recruitment efforts (if younger or older workers for instance are under-represented in their workforce), and also manage HR in an age-neutral way to ensure their HR processes and decision-making comply with ADEA regulations. In addition, other regulations such as the Equal Employment
Opportunity (EEO) regulations, the Occupational Safety and Health Administration (OSHA) regulations and the Americans with Disabilities Act (ADA) may direct organisations’ attention towards older workers, as in the case, for instance, of older employees experiencing more health-related issues or becoming disabled. Therefore, we propose that organisations with a strong compliance logic will provide the three types of age-related practices, leading to our third hypothesis:

**Hypothesis 3:** The stronger the compliance logic is within an organisation, the more likely the organisation is to provide age assessment and older worker-targeted practices and to carry out an age-neutral HR management style.

**Method**

**Sample**

The analysis reported in this paper drew on the National Study of Business Strategy and Workforce Development, a survey of United States organisations with 50 or more employees conducted by the Sloan Center on Aging & Work in 2006. A convenience sample of 678 key human resource decision makers (most commonly executives or owners of smaller companies or human resource directors of larger companies) was identified through a panel study group to complete an online survey instrument in which they reported on their company’s characteristics, policies, and practices around the aging of the workforce. Previous studies that have assessed the validity and reliability of key informant data suggest that the validity of the information obtained can be improved when the scope of the survey is restricted to directly observable characteristics of organisations and when people in leadership positions are targeted as key informants (Marsden and Rohrer, 2001; Mullen et al., 1992). In the current study, an explicit effort was made to adhere to these guidelines.
Of the 678 human resources professionals invited, 452 agreed to participate, corresponding to a 67% response rate. An additional 32 observations (7.1% of the remaining sample) were omitted because of high levels of item nonresponse. That is, respondents who provided information on fewer than 25% of the variables used in this paper were omitted from the analysis. To minimize bias attributable to item nonresponse, for the remaining sample of 420 observations, multiple imputation using chained equations was used, as implemented in Stata (Royston, 2004). A set of 20 imputations was calculated using imputation models appropriate for the distribution of each variable (e.g., binomial logit, multinomial logit, ordinal logit, ordinary least square regression, censored regression). This method of creating imputed data sets includes a random component, allowing the final estimates generated for multivariate models to reflect the uncertainty involved in imputing data (White, Royston & Wood, 2011). The organisational characteristics were relatively diverse. For instance, 20.6% of the organisations were non-profits. The median organisational size was 455 employees, which is larger than typical U.S. organisations and in line with the exclusion in our sample of organisations smaller than 50 employees. The median workforce in the sample was 47.0% female, but with wide variation (i.e., an interquartile range of 30.0% to 60.0%). The majority of organisations in the sample had no union workers (0.0%, interquartile range of 0.0% - 20.0%). The median percentage of the workforce age 55 and older was 12.0%.

Measures

Three dependent variables were used in this analysis: age assessment practices older worker-targeted practices, and age-neutral HR management. (1) Age assessment practices (alpha=.81, potential range of 3-12) was the sum of three items, each ranging from 1 (not at all) to 4 (to a great extent), asking respondents to rate the extent to which their organisation had
analysed the demographic makeup of their company's workforce, analysed projected retirement rates, and assessed employees' career plans and work preferences. These questions were general and applied to their entire workforce. (2) Older worker-targeted practices (alpha=.72, potential range of 4-16) was the sum of four items, asking respondents to rate the extent to which their company had developed two types of processes (i.e., capturing/transferring institutional memory/knowledge from late career employees to mid-career and early employees, encouraging late career employees to work past the traditional retirement age) from 1 (not at all) to 4 (to a great extent) and to report the proportions of two groups of workers (i.e., full time and part time) that could phase into retirement by ‘working reduced hours over a period of time prior to full retirement’ from 1 (none) to 4 (all). (3) Age-neutral HR management (alpha=.87, potential range of 6-24) was the sum of six items, each ranging from 1 (not at all/not at all true) to 4 (to a great extent/very true), asking respondents to rate the extent to which their organisation provided three types of practices (i.e., recruiting employees of diverse ages, promoting employees of diverse ages, and recognizing the accomplishments of employees at all stages of their careers) and to rate how true it was that their company made three types of decisions (i.e., job assignments, layoffs, and development opportunities) in ‘an even-handed manner, regardless of employees’ career stage’. Each of these indices tapped into the extent to which various types of practices are available at an organisation. Confirmatory factor analyses indicated that compared to the one factor model of the dependent variables (Chi-squared =984.61, p<.001, CFI=.37, RMSEA=.20), the three factor model was superior (Chi-squared =589.17, p<.001, CFI=.72, RMSEA=.15).

Measures of the strength of three institutional logics were included: strategic, benchmarking, and compliance. The strength of the strategic logic (alpha=.86, potential range of 6-24) was the sum of six items asking respondents to rate how important various strategies were
for their organisations from 1 (very unimportant) to 4 (very important), including: increasing sales, globalizing sales, expanding market niche, increasing productivity through increased efficiency, cost leadership, and cutting personnel costs. The strength of the benchmarking logic (alpha=.60, potential range of 2-20) was the sum of two items asking respondent organisations to what extent benchmarking against other organisations in their industry and awards, such as the Baldridge Award for Quality or industry awards, were considered measures of success for their company. The strength of the compliance logic (alpha=.97, potential range 4-16) was the sum of four items asking the perceived importance of: compliance with the Occupational Safety and Health Administration (OSHA), the Equal Employment Opportunity (EEO) regulations and the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA). Confirmatory factor analysis indicated that a model with three logics (Chi-squared=108.51, p<.001; RMSEA=.07, CFI=.97) was a substantially better fit than a one factor model (Chi-squared=832.90, p<.001, RMSEA=.24, CFI=.44).

Because various factors have been identified to influence the prevalence of age-related human resource practices (Pitt-Catsouphes et al., 2007), we controlled for organisational and workforce characteristics such as industry, whether or not the organisation was non-profit (coded 0 if for-profit and 1 if non-profit), logarithm of organisational size (i.e., number of employees) and the percentages of the workforce who were: female, unionised, and age 55 and older. Industry was coded based on Bureau of Labor Statistics definitions. If fewer than fifteen organisations were available for a given super sector as defined by the North American Industry Classification System, it was recoded as “Other.” Super sectors represented were: mining/oil and gas; utilities; retail trade; finance and insurance; professional, scientific, and technical; education
services; health care and social assistance; accommodation/food services; arts, entertainment and recreation; and other.

Data analysis

Descriptive statistics were weighted to more accurately reflect the population of U.S. organisations at the time of data collection, taking into account organisational size (i.e., 50-99 employees, 100-499 employees, 500 or more employees) and industry super sector.

The effect of institutional logics on the three dependent variables was assessed using OLS regression. All variables were assessed for normality prior to analysis, and the logarithm of organisational size was used as this variable was positively skewed and the accuracy of the OLS regression coefficients depends on factors such as normally distributed predictors. Due especially to the correlation between the three logics (e.g. the correlation between the benchmarking and strategic logic measures was .37), the variance inflation factors were assessed. The mean variance inflation factor was 1.31, and the highest was 1.75 (for the dummy variable representing health care and social assistance), well below the threshold for concern.

Several additional variables, not shown in the tables, were tested in preliminary models and removed due to nonsignificance. These included: percentage of full-time employees (as defined by the organisation) in the workforce, percentage of professional and technical employees in the workforce, and average employee job tenure in years and months. The interactions between the three institutional logics (i.e., strategic, benchmarking and compliance logic) were tested but omitted from the final models due to nonsignificance. All models were replicated treating the percentage unionised as a dichotomous variable (i.e., 1 if there were any unionised workers and 0 otherwise) and the results were consistent.
For each dependent variable, the analysis was limited to those cases that had valid data on at least one measure used in its computation. Hence, the precise sample size ranged from 409 to 418. The results of OLS regression models based on each imputed dataset were combined, adjusting standard errors using the method described in Rubin (1987). This method treats the standard errors as having two components: the standard error within imputations (i.e., the standard error as normally understood for OLS regression) and the standard error between imputations (i.e., the standard error attributable to variation among the imputations). The latter component is typically small, especially if rates of missing data are low, but results in larger standard errors than would typically be estimated through methods such as list wise deletion. Hence, the levels of significance reported in this paper are both more rigorous and more conservative than those that would have been generated by most other methods of dealing with missing data.

Results

Table 1 shows descriptive statistics for the sample. For interval-level variables, medians and interquartile ranges are shown. For nominal level variables, percentages are shown. Relative to the potential ranges, the median value for older worker-targeted practices was lowest (at 9.0 of 16.0), while the median value for age-neutral HR management was highest (at 19.0 of 24.0). The median extent of the strategic logic was 20.0 (of 24.0), compared to 15.0 (of 20.0) for the benchmarking logic and only 7.0 (of 16.0) for the compliance logic. Table 2 presents the correlation matrix.

== Insert Tables 1 and 2 about here =

Table 3 shows the unstandardised (b) and standardised (β) coefficients from OLS regression analyses predicting each type of practice. Organisational and workforce controls were
significantly related to age assessment and older worker-targeted practices as well as age-neutral HR management, but the importance of controls differed substantially depending on the type of practice. There is some evidence that industry may be an important factor for age-neutral HR management style: mining/oil and gas \((b = 2.57, p<.05)\) and arts, entertainment, and recreation \((b = -2.84, p<.05)\) were both significantly different from the reference group. The effect of organisational size \((b = 0.18, p<.01)\) was significant for age assessment practices, but not for age-neutral HR management and older worker-targeted practices. Similarly, different workforce characteristics were important for each type of practice. The percentage female predicted greater extents of age-neutral HR management \((b = 0.03, p<.01)\), and the percentage age 55 and older \((b = 0.02, p<.05)\) predicted greater extents of older worker-targeted practices.

Hypothesis 1 regarding the strategic logic was partially supported. Strength of the strategic logic was significantly associated with greater prevalence of age-neutral HR management \((b = 0.15, p<.05)\) as predicted by hypothesis 1. However, it was not significantly associated with age-assessment practices.

Hypothesis 2 related to the benchmarking logic was supported. Strength of the benchmarking logic was associated with greater prevalence of age assessment \((b = 0.17, p<.001)\), and older worker-targeted \((b = 0.20, p<.001)\) practices as well as of age-neutral HR management \((b = 0.26, p<.001)\).

Hypothesis 3 related to the compliance logic was partially supported. Consistent with hypothesis 3, strength of the compliance logic was significantly associated with greater prevalence of age assessment \((b= 0.07, p<.01)\) and older worker-targeted \((b= 0.08, p<.05)\) practices; however, it was not associated with greater prevalence of age-neutral HR management.
Discussion

This study examined the relationship between three institutional logics derived from neo-institutional theory (DiMaggio and Powell, 1983) – strategic, benchmarking and compliance – and the prevalence in U.S. organisations of HR practices that address the aging of the population: age assessment practices that help organisations evaluate the impact of demographic shifts on their operations, older worker-targeted practices that value the experience of and provide flexibility to older workers, and age-neutral HR management that ensures evenness of treatment between employees of all ages. Institutional logics were associated with the prevalence of age-related HR practices and of age-neutral HR management. The strength of the strategic logic was associated with greater prevalence of age-neutral HR management; the strength of the benchmarking logic with greater prevalence of the three sets of age-related and age-neutral practices; and the strength of the compliance logic with greater prevalence of age assessment and older worker-targeted practices. Since the data were cross-sectional, this can be interpreted either as institutional logics shaping HR decisions to provide age-related and age-neutral practices, or as HR decisions being rationalized on the basis of institutional logics. Based on prior literature showing that organisations tend to provide HR practices based on compliance and mimetic motives and then rationalize with strategic motives (Dobbin and Sutton, 1998; Kelly, 2003) rather than the other way around, we suggest that longitudinal designs could build on our findings to test the hypothesis that institutional logics shape HR decisions to provide age-related and age-neutral practices.

The benchmarking logic was the only logic among the three examined in this research whose strength was associated with the three types of age-related and age-neutral practices, and its effects were also consistently stronger than those of the strategic and compliance logics. In
other words, looking out at peers may be more enticing for organisations examining the relevance of innovative HR practices than looking up to regulations or down at the bottom line. Further research is required to shed light on the possible explanations for this: HR officers in the U.S may be more attuned to what their competitors and peers are doing due to strong professional networks leading to isomorphism (DiMaggio & Powell, 1983), they might not perceive regulations to require the provision of specific HR practices, or the economic benefit of age-related practices might not have been fully demonstrated yet, as we discuss below.

The finding that the strength of the strategic logic was not associated with age assessment practices suggests that at the time that the data for this study were collected, in 2006, there may not have been enough hard data for organisations to be convinced of the strategic benefit of providing these practices. There may not have been enough organisations that had engaged in assessing how the aging of the population had impacted their operations. In contrast, the finding that the strength of the strategic logic was associated, as expected, with age-neutral HR management may reflect the fact that age-neutral HR management is more established and diffused and therefore its strategic value is more easily demonstrated. It should be acknowledged, though, that employers who primarily use criteria other than age or career stage to make decisions around recruiting, promoting, recognizing and developing employees would also score high on age-neutral HR management “by default”, without necessarily adopting a conscious anti-discrimination strategy.

The finding that the strength of the compliance logic was associated with age-assessment and older worker-targeted practices but not with age-neutral HR management suggests that organisations focused on complying with anti-discrimination regulations may find it easier, maybe as a first step, to assess how aging impacts their workforce and to provide practices
specifically targeted for older workers rather than to revise their mainstream HR practices, such as career development and compensation processes, to ensure fairness of treatment among employees of all ages.

This paper contributes to a growing body of work aligning HR with new institutionalism theory (Oliver, 1997; Paauwe and Boselie, 2003; Paauwe, 2004; Purcell, 1999) and to the institutional logics literature by (1) conceptualizing institutional logics as organizing principles and belief systems that are differently instantiated and enacted by organisations, reflecting the contextual embeddedness of decision-making regarding HR practices; (2) examining the relationship of institutional logics to HR practices that address environmental changes, when institutional logics had mostly been studied in the context of professions (Lounsbury, 2007; Scott et al., 2000; Thornton, 2002); and (3) showing that the prevalence of age-related and age-neutral HR practices is associated with competitive isomorphism as well as institutional isomorphism (coercive, mimetic and normative pressures).

In addition, this paper goes beyond the descriptive studies of determinants of age-related and age-neutral practices (such as organisational size, industry and workforce composition) to suggest a framework that may help explain under what conditions decision-makers see the aging of the workforce as necessitating the implementation of innovative HR practices. This approach can be extended to other HR practices. More generally, longitudinal designs based on the institutional logics framework may help explain differences of speed and pace at which organisations adapt their HR practices to changes among an industry, a region or a country.

Moreover, our study contributes to the aging and diversity literature in several ways. We have distinguished between three sets of age-related and age-neutral practices that serve different goals: assess the impact of aging on an organisation, retain older workers and ensure evenness of
treatment regardless of age. Scholars may build on this distinction to study age-related and age-neutral practices and their outcomes. In addition, our findings contribute to the aging literature by shedding light on the sets of values and beliefs (i.e. strategic, benchmarking and compliance) that may favourably influence decisions to provide age-related and age-neutral practices. In the context of a literature that has been characterized as atheoretical and prescriptive in nature (Armstrong-Stassen and Schlosser, 2011), our study provides theoretical rationales to explain variations in the prevalence of HR-related practices.

Implications for practitioners and policy-makers

Our study highlights the role that institutional logics play in guiding organisational interpretation of environmental changes and their decisions about whether to adopt the HR practices that address these changes. The first implication of our findings is that HR officers and managers who want to call top management’s attention to a particular issue may want to consider which institutional logic(s) guide their decision-making and frame the issue in a way that emphasizes the organisation’s set of beliefs and values. For instance, decision-makers in an organisation with a strong compliance logic may be more receptive to age assessment HR practices when these are framed as a compliance issue in relation with EEO, OSHA and ADA regulations while decision-makers in an organisation with a strong benchmarking logic may be more responsive to a competitor’s implementation of age assessment HR practices or to an upcoming award focused on these practices. A second implication is that, if indeed institutional logics shape the crafting of HR practices, some issues might be easier to promote than others, according to the strengths of each institutional logic within the organisation and its characteristics. Aging, for instance, may be easier to frame as an issue requiring the provision of adequate HR practices and management style in organisations with strong benchmarking and
compliance logics. This may also be true for other non-mainstream HR practices which may enable organisations that provide them to win awards or more generally be perceived as good and responsible employers, such as innovative health prevention programs, resilience trainings, diversity initiatives or flexible working experiments.

Our study also has implications for policy-makers. Responding to the needs of older workers and ensuring equality of treatment between workers of all ages are important economically as well as socially. It is crucial that citizens’ and employers’ attitudes evolve from negative stereotypes towards older workers towards a conception of “productive aging” or “active aging” (Hedge, 2008). From an economic standpoint, using older worker-targeted practices and managing in an age-neutral way can help achieve the OECD objectives of increasing the labour market participation of older workers by encouraging later exit from the workforce (Taylor, 2002). This is particularly important in knowledge economies such as the U.S. or Europe (Schalk et al., 2010). From a social standpoint, supporting workers of all ages helps sustain diverse workplaces. Our study may serve policy-makers by highlighting that the business case still needs to be promoted in order to heighten strategic organisations’ awareness of the need to adapt.

Limitations and future research

Like all studies, the results of this analysis need to be understood in light of its limitations. The National Study of Business Strategy and Workforce Development was designed to provide a general overview of organisational response to the multigenerational workforce. Additional items for the benchmarking logic such as the frequency of assessments relative to industry standards would be particularly valuable, as would be additional data points that would allow for causal interpretations of the findings. Similarly, using a panel of study respondents
Institutional Logics and Age-Related HR Practices

combated the low response rates that plague organisational studies, but also limited the range of predictors that could be included. Additional survey research drawing on randomly sampled organisations with more complete measures of institutional logics and age-related practices, such as in the recent work of Armstrong-Stassen and colleagues (2008a; 2011) for the latter, would be desirable, but may not be feasible due to the difficulties that organisational researchers typically encounter. Further, the organizational measures of institutional logics and age-related HR practices had less than ideal fit statistics but may serve as a launching place for the development and refinement of similar organization-level measures.

We identify three additional avenues for future research. First, while the broad brush approach outlined here is useful, understanding the nuances of institutional logics requires close study of particular organisations and industries. Case studies may help deepen this understanding, as may action research. Second, future research drawing on data from countries other than the U.S. could uncover cross-national variations in logics. Recent European comparative research has pointed out the importance of national modes and institutional regimes that tend to maintain employers within the path that they have been pursuing (Muller-Camen et al., 2011). For instance, the strength of the strategic logic may be more or less linked to the shareholder value orientation (i.e., the idea that corporations should maximize their values for shareholders) depending on the national context. Third, our approach, drawing on the framework of institutional logics to explain the prevalence of age-related HR practices, could be generalized to other HR practices to gain additional insights on HR adaptation to environmental changes.

Conclusion

Institutional logics, that is, the organisational beliefs and values that result from organisations’ focusing on or being more receptive to a subset of environmental pressures
(competitive, coercive, mimetic and normative), are associated with organisations’ adaptation to demographic shifts in the workforce. This study highlights that organisations with a strong benchmarking logic, and to a lesser extent, by a strong compliance logic, were more likely to provide age assessment and older worker-targeted practices, than organisations with a strong strategic logic. In the context of today’s age demographics, our results contribute to a deeper understanding of the reasons why some organisations adopt age-related practices more than others. Future research on organisations’ framing of HR practices that address environmental changes will help further advance knowledge on organisational adaptation and inform practitioners’ and policy makers’ decisions.

References


Table 1  
Sample characteristics (N=420)

<table>
<thead>
<tr>
<th>Outcome variables</th>
<th>Median</th>
<th>Interquartile range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median age assessment practices (interquartile range)</td>
<td>8.0</td>
<td>(6.0-9.0)</td>
</tr>
<tr>
<td>Median older worker-targeted practices (interquartile range)</td>
<td>9.0</td>
<td>(7.0-11.0)</td>
</tr>
<tr>
<td>Median age-neutral HR management (interquartile range)</td>
<td>19.0</td>
<td>(15.0-22.0)</td>
</tr>
</tbody>
</table>

Institutional logics

| Median strategic logic (interquartile range) | 20.0   | (18.0-22.0)             |
| Median benchmarking logic (interquartile range) | 15.0   | (10.0-18.0)             |
| Median compliance logic (interquartile range)   | 7.0    | (4.0-12.0)              |

Organisational characteristics

<table>
<thead>
<tr>
<th>Industry (%)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining/Oil and gas</td>
<td>5.2</td>
</tr>
<tr>
<td>Utilities</td>
<td>14.3</td>
</tr>
<tr>
<td>Retail trade</td>
<td>13.1</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>7.9</td>
</tr>
<tr>
<td>Professional, scientific, tech.</td>
<td>7.6</td>
</tr>
<tr>
<td>Education services</td>
<td>9.3</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>14.5</td>
</tr>
<tr>
<td>Accommodation/ Food services</td>
<td>4.1</td>
</tr>
<tr>
<td>Arts, entertainment and recreation</td>
<td>4.3</td>
</tr>
<tr>
<td>Other</td>
<td>19.8</td>
</tr>
<tr>
<td>Whether nonprofit (%)</td>
<td>20.6</td>
</tr>
<tr>
<td>Median organisational size (interquartile range)</td>
<td>455</td>
</tr>
</tbody>
</table>

Workforce characteristics

| Median percentage female (interquartile range) | 47.0   | (30.0-60.0) |
| Median percentage unionised (interquartile range) | 0.0    | (0.0-20.0)  |
| Median percentage age 55 and older (interquartile range) | 12.0   | (5.0-20.0)  |

Note: Descriptive statistics are weighted to reflect the size and industry sector of respondent organisations.
|   | mean   | sd   | 1    | 2    | 3    | 4    | 5    | 6    | 7a   | 7b   | 7c   | 7d   | 7e   | 7f   | 7g   | 7h   | 7i   | 8    | 9    | 10   | 11   |
|---|--------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 1. Age assessment | 7.77  | 2.51 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2. Older worker-targeted | 8.98  | 2.95 | 0.54 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 3. Age-neutral | 18.28 | 4.54 | 0.51 | 0.48 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 4. Strategic logic | 19.20 | 4.30 | 0.22 | 0.10 | 0.20 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 5. Benchmarking logic | 13.83 | 4.84 | 0.41 | 0.36 | 0.32 | 0.37 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 6. Compliance logic | 8.08  | 4.31 | 0.18 | 0.14 | -0.03 | 0.08 | 0.11 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7. Industry |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7a. Mining/Oil, gas | 0.05  | 0.22 | -0.04 | 0.03 | 0.08 | -0.05 | 0.02 | 0.02 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7b. Utilities | 0.14  | 0.35 | -0.02 | -0.05 | 0.00 | 0.16 | 0.09 | 0.08 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7c. Retail trade | 0.13  | 0.34 | -0.08 | 0.01 | -0.03 | 0.01 | 0.01 | -0.01 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7d. Finance, ins. | 0.08  | 0.27 | 0.11 | 0.11 | 0.06 | 0.01 | 0.11 | -0.05 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7e. Prof., sci., tech. | 0.08  | 0.27 | 0.14 | 0.09 | 0.09 | 0.04 | 0.11 | 0.04 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7f. Education | 0.09  | 0.29 | 0.05 | 0.01 | 0.03 | -0.04 | -0.04 | -0.01 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7g. Health/social | 0.15  | 0.35 | -0.03 | -0.01 | 0.01 | -0.11 | -0.12 | -0.06 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7h. Accom./food | 0.04  | 0.20 | -0.03 | -0.09 | -0.03 | -0.09 | -0.08 | 0.00 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 7i. Arts, ent, rec. | 0.04  | 0.20 | -0.11 | -0.13 | -0.17 | -0.03 | 0.10 | 0.04 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 8. Whether nonprofit | 0.21  | 0.40 | 0.01 | -0.06 | -0.01 | -0.14 | -0.17 | -0.04 | -0.07 | -0.14 | -0.16 | -0.13 | -0.08 | 0.30 | 0.31 | -0.07 | 0.11 |      |      |      |      |
| 9. Log. org. size | 6.51  | 2.04 | 0.22 | 0.07 | 0.00 | 0.15 | 0.15 | 0.08 | -0.05 | -0.03 | 0.11 | 0.14 | 0.00 | -0.02 | -0.06 | 0.08 | -0.10 | -0.14 |      |      |      |      |
| 10. % female | 46.26 | 23.28 | 0.02 | 0.03 | 0.11 | -0.08 | -0.08 | -0.08 | -0.27 | -0.18 | 0.06 | -0.01 | -0.07 | 0.13 | 0.34 | 0.04 | -0.04 | 0.27 | 0.00 |      |      |      |
| 11. % unionised | 15.04 | 28.32 | 0.13 | 0.10 | 0.04 | -0.04 | 0.10 | 0.15 | 0.16 | 0.00 | -0.11 | 0.02 | 0.01 | 0.07 | -0.05 | -0.01 | 0.07 | -0.03 | 0.08 | -0.08 |      |      |
| 12. % 55 or older | 15.22 | 12.55 | 0.11 | 0.12 | 0.07 | -0.02 | 0.04 | 0.03 | -0.02 | -0.01 | -0.07 | 0.02 | 0.02 | 0.05 | 0.08 | -0.10 | 0.05 | 0.14 | 0.11 | 0.07 | 0.07 |      |

Note: Italicized correlations are significant at p < .05.
Table 3

**OLS regression models predicting age assessment, age-neutral, and older worker-targeted practices**

<table>
<thead>
<tr>
<th></th>
<th>Age assessment</th>
<th>Older worker-targeted</th>
<th>Age-neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(b)</td>
<td>se((b))</td>
<td>(\beta)</td>
</tr>
<tr>
<td><strong>Institutional logics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic logic</td>
<td>0.05</td>
<td>0.03</td>
<td>0.08</td>
</tr>
<tr>
<td>Benchmarking logic</td>
<td>0.17</td>
<td>0.03</td>
<td>0.34</td>
</tr>
<tr>
<td>Compliance logic</td>
<td>0.07</td>
<td>0.03</td>
<td>0.13</td>
</tr>
<tr>
<td><strong>Organisational characteristics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry (Reference=Other)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mining / Oil and gas</td>
<td>-0.60</td>
<td>0.55</td>
<td>-0.05</td>
</tr>
<tr>
<td>Utilities</td>
<td>-0.61</td>
<td>0.38</td>
<td>-0.09</td>
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<tr>
<td>Retail trade</td>
<td>-0.76</td>
<td>0.40</td>
<td>-0.10</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>0.27</td>
<td>0.47</td>
<td>0.03</td>
</tr>
<tr>
<td>Professional, scientific, technical</td>
<td>0.62</td>
<td>0.46</td>
<td>0.07</td>
</tr>
<tr>
<td>Education services</td>
<td>0.02</td>
<td>0.46</td>
<td>0.00</td>
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<tr>
<td>Healthcare and social assistance</td>
<td>-0.26</td>
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<td>-0.04</td>
</tr>
<tr>
<td>Accommodation / food services</td>
<td>-0.27</td>
<td>0.60</td>
<td>-0.02</td>
</tr>
<tr>
<td>Arts, entertainment, recreation</td>
<td>-1.20</td>
<td>0.59</td>
<td>-0.10</td>
</tr>
<tr>
<td>Whether nonprofit</td>
<td>0.53</td>
<td>0.33</td>
<td>0.09</td>
</tr>
<tr>
<td>Logarithm of organisational size</td>
<td>0.18</td>
<td>0.06</td>
<td>0.15</td>
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<tr>
<td><strong>Workforce characteristics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage female</td>
<td>0.00</td>
<td>0.01</td>
<td>0.03</td>
</tr>
<tr>
<td>Percentage unionised</td>
<td>0.01</td>
<td>0.00</td>
<td>0.08</td>
</tr>
<tr>
<td>Percentage age 55 and older</td>
<td>0.01</td>
<td>0.01</td>
<td>0.05</td>
</tr>
<tr>
<td><strong>Constant</strong></td>
<td>2.43</td>
<td>0.72</td>
<td>3.39 **</td>
</tr>
</tbody>
</table>

| N          | 409          | 409                    | 418         |
| \(F\)      | 8.23 ***     | 5.14 ***               | 5.04 ***    |
| \(R\)-square | 0.27         | 0.19                   | 0.19        |
| Adjusted \(R\)-square | 0.24         | 0.15                   | 0.15        |

*Note: *\(p < .05; **p < .01; ***p < .001.*
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