Index

AAC. See Assimilative and	Age diversity climate (ADC)
accommodative coping (AAC)	age-focused climate constructs,
model	101-104
Active aging, successful aging	age-focused concepts of, 99-104
at work, 6	analysis, level of, 104-109
Activity theory, successful aging, 37,	definition, 97–101
41-43	evolution of, 97–99
Age and gender issues, in workplace	HRM practices, 101
influence of, 120	and measuring, 100-101
intersectionality, 121–123	operationalization, 104–112
linkages with work outcomes,	organizational identification, 101
124-132	psychological, 100-101
multiple identities, 123–124	synthesis of, 105–108
relation to work outcomes, 127-129	Age identity, 125–127
shifting identity marker, 129	Age-related changes
social identity, 121	cognitive changes, 146–147
Age-based income inequalities, 5	crystallized intelligence (Gc), 147
Age bias, behavioral component of, 102	fluid intelligence (Gf), 147
Age discrimination, 169	personality changes, 147
Age discrimination climate, 102, 103	personality differences,
Age Discrimination in Employment	146-147
Act, 1967, 15	Age with job design, model integrating,
Age-diverse organizations, knowledge	146-150
sharing in, 170–179	Age X job design interaction
Age-diverse workforce, 145–146	age and, 150–151
Age diversity, 95–96	autonomy, 151–152
beyond surface- categorization,	skill variety, 150–151
163-165	and task variety, 150-151
and deep-level categorization,	Aging process, 145–146
163-165	American Bureau of Labor Statistics
knowledge sharing, 165–169	projects (2012–2022), 172
tailoring HRM practices to improve	Assimilative and accommodative coping
knowledge sharing, 170–179	(AAC) model, 38, 47

Australia	psychological contracts, 72–75
in aging analysis of, 24-25	and related empirical evidence,
case study, 22	68-72
labor supply against demand, 21	silent, baby boomers, Gen X, and
labor supply scenario, 26	milennials, 68
in work analysis of, 24–25	Generational differences, 65–67
Australian Treasury's (2015)	countervailing hypotheses, 75–85
Intergenerational Report (IGR), 10	generational cohorts and related
	empirical evidence, 68–72
Canada	psychological contracts, and the
labor supply against demand, 16	work context, 72–75
labor supply scenario, 26	Germany
Categorization-elaboration model	labor supply against demand, 17–18
(CEM), 96, 168	labor supply scenario, 26
China	Gerontological theories, successful
labor supply against demand, 19	aging
labor supply scenario, 26	activity theory, 37, 41–43
Chronological age, 145	continuity theory, 41–43, 59
Cognitive age, 127	disengagement theory, 41–43, 59
Cognitive changes, 147	Rowe and Kahn's model, 36, 37, 43
Continuity theory, successful aging,	Global Financial Crisis of 2008–2009,
41–43, 59	23
11 10, 07	Globalization
Degree of inclusion, 98	increase in, global labor migrations,
Disengagement theory, successful aging,	8
41–43, 59	and technological advances, 9
Diversity climate, 110	Global labor migrations, 14–15
Double standard of aging, 128	globalization increase in, 8
Double standard of aging, 120	Global population trends, 13–14
Employee attitudes, 148	Good job design, 141
Emproyee acacaes, 1 to	Good job design, 171
Family-interference-with-work (FIW),	HRM practices
124	assimilation phase, 176
Felt age, 126	familiarization phase, 176
Feminine jobs, 120, 131	HR planning, 170–171
Functional age, 145	and knowledge retention, 172–173
	performance appraisal, 173–175
GDP growth function, 11	policies, 178
GDP per labor force participant, 12	retirement planning, 172–173
Gender-based income inequalities, 5	reward systems, 178–179
Gender identity, 124–125	separation phase, 176
General Social Survey (GSS), 76	team age composition, 171–172
Generational cohorts	training and development, 175–178
membership, work-related outcomes,	HR system, 162
69–71	Human capital theory, 164

Human resource management (HRM),	influence, 179
162	integrative view, 166–168
See also HRM practices	optimistic view, 165–166
	pessimistic view, 168–169
IMF World Economic Outlook	tailoring HRM practices to improve,
Database, 11	170-179
Inclusive climates, 98–99	
Income inequalities	Labor force participation, older
age-based, 5	workers
gender-based, 5	Australian perspective, 12–13
India	globalization and technological
labor supply against demand, 18	advances, 9
labor supply scenario, 27	globalization increase in, global
Informal economy, 7	labor migrations, 8
Information and communication	global labor migrations, 14–15
technology (ICT), 6	global population trends, 13–14
Information and Decision-making	higher participation rates, 8
Perspective (IDP), 165–166	labor demand, 11–12
. , , , , , ,	labor supply, 11
Japan	work and aging across industries,
labor supply against demand, 20	23-24
labor supply scenario, 27	work and aging in Australia, analysis
Job and work design, 140	of, 24–25
psychological perspective of,	work structures, 8
141-146	Labor market discrimination, 5
Job attitudes, 147	Labor supply
Job characteristics model (JCM), 141	country scenarios, 26-28
Job demands-control model, 142	and demand projections, 10
Job demands-resources model, 142	impact, 9
Job design, model integrating age with	low-skill, 14
by age, 149	shortages, 6
cognitive differences, 146–147	Labor supply against demand
lifespan development theories,	Australia, 21
147-148	Canada, 16
and motivation, 147–148	China, 19
and personality differences, 146–147	Germany, 17–18
psychological implications for,	India, 18
148-150	Japan, 20
Job distress, 124	South Korea, 20–21
Job satisfaction, 66, 124, 144	United Kingdom, 16–17
Job stress, 66	United States, 15
	Labor supply scenario
Knowledge management processes, 165	Australia, 26
Knowledge sharing	Canada, 26
age-diverse employees, 176	China, 26

Germany, 26	Person-Environment (P-E) fit
India, 27	alpha level considerations, 79–81
Japan, 27	cohort equivalency checks, 77–78
South Korea, 27	covariates, 79
United Kingdom, 28	data preparation and choice of
United States, 28	analyses, 79
Lifespan age, 146	inclusion and sample
Lifespan developmental theories of	representativeness, criteria for, 77
AAC model, 47	independent variables, 78
behavior-event contingencies, 46	measures, 78–79
comparison and critique of, 48-50	method, 76–77
MTLD, 46–47	negatively valenced affective
resource approach, 45	outcomes, 84–85
SAVI model, 48–49	positively valenced affective
SOC model, 45–46	outcomes, 81–84
SST, 47-48	Population aging, workforce
	internationally, 5–7
Mentoring, 176, 177	Protected people from work, 4
Morgeson and Humprhey's WDQ	Psychological age, 126–127
model, 143-144	Psychological perspective, job and work
Motivational theory of lifespan	design
development (MTLD), 38, 46-47	age-diverse workforce, 145–146
MTLD. See Motivational theory of	aging, 145–146
lifespan development (MTLD)	job design, approaches to, 143-145
	mediating mechanisms, 149
National Population Census, 12	moderating mechanisms, 149-150
National Seniors Australia, 9	worker well-being, 140, 142
	Psychosocial age, 145
Occupational identity, 140	Public policy, 4
Old Age Security (OAS), 16	developed economies, 5
Older Workers Pilot Projects Initiative	
(OWPPI), 16	Re-employment programs, 7
Organization for Economic	Relational demography approach, 167
Cooperation and Development	Reverse mentoring, 176, 177
(OECD), 4, 7-9	Role theory, 142
Organizational age, 146	Rowe and Kahn's model, 36, 37, 43
Organizational age cultures, 103, 107	
Organizational behaviors, 140, 147	SAVI model. See Strength and
Organizational Climate for Successful	vulnerability integration (SAVI)
Aging (OCSA), 102, 103, 107	model
Organizational policy, 4	Selective optimization with
	compensation (SOC) model, 147,
Paid employment, full-time/part-time, 6	148
Performance appraisal systems, 173–175	lifespan developmental theories of,
Personality changes, 147	45-46

successful aging, 42 Self-categorization theory, 167 Skilled migration programs, 7, 14 Skill variety, 150–151 SOC. See Selective optimization with compensation (SOC) model Socio-emotional selectivity (SES) lifespan theory, 163 Socioemotional selectivity theory (SST), 39, 47, 147, 148 SOC theory, 131	data preparation, 79 inclusion and sample representativeness, criteria for, 77 independent variables, 78 measures, 78–79 method, 76–77 negatively valenced affective outcomes, 84–85 positively valenced affective outcomes, 81–84 Transition To Retirement (TTR), 21
South Korea labor supply against demand, 20–21	
labor supply scenario, 27 SST. See Socioemotional selectivity theory (SST)	Underemployment, Global Financial Crisis of 2008–2009, 23 Unemployment rates, 8 United Kingdom
Stop-gap strategy, 5 Strength and vulnerability integration (SAVI) model, 39, 48–49 Successful aging, 36	labor supply against demand, 16–17 labor supply scenario, 28 United States
AAC model, 38, 47 criteria and strategies for, 39 employees active role in, 40	labor supply against demand, 15 labor supply scenario, 28 older workers, 120
gerontological theories, 36–43 lifespan developmental theories of, 43–50	Unsuccessful aging, 43 US Department of Labor Women's Bureau, 120
MTLD, 38, 46–47 resource approach, 37	Value in diversity hypothesis, 165
Rowe and Kahn's model, 36, 37, 43 SAVI model, 39, 48–49	Work design, 140
SOC model, 38, 45–46	Work design model, 152–155 Worker behavior, 144
SST, 39, 47 strategies, 55 theories overview of, 37–40	Worker well-being, physical and psychological, 140, 142
at work, 50–57 working definition and theoretical framework of, 40	Workforce aging, 4–5 protected people from work, 4 Workplace age diversity, 162
	Workplace Intergenerational Climate Scale (WICS), 103, 108
Task variety, 150–151 Temporarily outsourcing, 5 Theory on age alpha level considerations, 79–81 choice analyses, 79 cohort equivalency checks, 77–78 covariates, 79	Work, successful aging at comparison and critique of, 54–57 criteria and strategies for, 51–52 employees active role in, 54 working definition and framework of, 52–54