

Top Manager's Intention to Retain Older Employees in Libya Corporates Sector

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Abstract

The purpose of this study is to gain a better understanding of the Managers' Intention to Retain Older Employees in Corporate Sectors in Libya. Older Employee retention has always been important issues for people who work in organization. Hence, the survey analyzed the intention of managers to absorb older employees in an establishment through observed behaviors and actions. Thus, the research employed the Model of theory of Planned Behavior (TPB). It concentrated on the undesirable typecast attitude meted out to the older employees in a working environment. Though, contrary to the expectations of human capital theory (HCT), recruitment processes may select candidates with the best social 'fit' to an existing workplace rather than candidates with the greatest skills or experience. Therefore, Quantitative method of research was adopted through a well prepared questionnaire that collected data on the related research questions. A total number of 600 questionnaires were distributed while 402 were returned. Thus, the Data collected from the returned 402 questionnaires was then analyzed by Correlation and regression analyses which revealed a number of significant relationships between the two variables. The results indicate that behavioral belief, significantly influenced the Intention of Managers' to retain older employees ($\beta = .499, p < .05$), also, the normative belief significantly influenced the Intention of Managers' to retain older employees ($\beta = .336, p < .05$). On the other hand, Control belief does not significantly influenced the Intention of Managers' to retain older employees in Libyan corporate sector ($\beta = -.012, p > .05$). The findings unequivocally contribute to the knowledge development of Managers' Intention to Retain Older Employees in Numerous Corporate Sectors.

Keywords

(Top manager's intention, older employees and corporate sectors)

1. Introduction

Arrays of job allocation have been a reflection of social nature of labor. No matter the measure, certain set of groups regularly feel pain of greater labor market disadvantage that correlates with ascribed (age, gender) rather than achieved (education, skill) characteristics. In particular the processes of recruitment operate at the intersection between the socially constructed and often stereotypical preferences of employers, and the social networks that bring potential employees to their attention. Hence, contrary to the expectations of human capital theory, recruitment processes may select candidates with the outstanding social 'fit' to an existing workplace rather than candidates with the skills and year of experience. As a result, stereotypical expectations of the capacities of certain groups of workers- such as older employees may have unjustified influence over the likelihood that people without jobs might have succeeded in finding new employment through recruitment interviews. Mostly, if the allocation of jobs is ordered primarily by institutional characteristics rather than the qualities of the people that hold particular roles, and if these characteristics are controlled by employers through the hours, conditions and remuneration they offer to potential employees, and then labor market interventions will need to target employers' recruitment practices.

Several studies revealed the discrimination and stereotypes of employees based on age reason (Rupp et al., 2006, DeArmond et al., 2006, Johnson, 2007, Furunes and Mykletun, 2007, Bennington and Wein, 2003, Posthuma and Campion, 2008, Kunze et al., 2011). It was found that the managers' attitudes and stereotypes can be either negative or positive stereotypes towards older employees (Johnson, 2007, Furunes and Mykletun, 2007, Nilsson, 2011).

Most stereotypes described negative characteristics about older employees (DeArmond et al., 2006) such as older employees were less flexible ((Qu and Cheng, 1996, Nilsson, 2011), less productivity (Posthuma and Campion, 2008, Lovász and Rigó, 2013), less motivated (Posthuma and Campion, 2008), less healthy and susceptible to illness (Machnes, 1992), less adaptable to changes (DeArmond et al., 2006), problems accepting new technology (Nilsson, 2011) and less trainable (Zwick, 2011) as compared to younger employees. Notably, older employees seem to be undervalued in corporate environment. It seems negative stereotypes and age discrimination takes place more often than positive stereotypes and fair treatment against older employees. Several studies have revealed positive stereotypes of older employees in corporate sector. Recent study by Nilsson, (2011) revealed that approximately 75% managers had positive attitudes and 91% managers preferred older employees to remain in the organizations. Most consumers will pay attention to the foods that are raw materials from nature without the screening process or chemicals for safety. Many of factors made the consumer interest in healthy the health food market is constantly expanding. The principal objectives of the study were as follows.

2. Literature Review

This study attempted to investigate the Managers' Intention to Retain Older Employees in Corporate Sectors in Libya. The concept of ageing refers as psychological and biological transformation over time which results transformation in personal ability, organizational and social level (Baernholdt et al., 2012, Flatt, 2012). Aging means "deterioration of physiological functions internally and externally" that influence the life performance and also known as a stage of plateau in late life (Greer, 2012). Who are older employees? Numerous definitions have been used in the previous research pertaining to older employees. Overall, there is no exact definition of older employees and it is understood as people who are aged 40 and above (Ng and Feldman, 2008, Ng and Feldman, 2009). Based on the legal of age employment act, similar to Ng and Feldman, (2008) were also defined older employees as individual age 40 and more. In many studies, older employees refer to those who are aged 55 and above (James et al., 2007, Mohren et al., 2010, Staubli, 2011).

According to "Age Discrimination in Employment Act of 1967", United States of America, older employees more than 40 years were protected under this act Chou and Choi (2011). Aging can affects older employees in many ways which include working memory, competency and work adjustment lun and Huang (2007). James et al. (2007) Described that the reduction of work ability of older employees begin at age 55 and it has been estimated approximately 50% reduction in terms of health and work capability compared to younger workers with similar education and occupation. In different student, Cardoso et al. (2011) found that older employees' work capability increased at age 50 to 54, linear or remained stable up to age 59 and reduced afterwards. Nowadays, older employees serve as labor force to favor labor market condition of content in various sectors (Picchio and van Ours, 2013) such as public sector (Perkins et al., 2007, Staubli, 2011), private sector (Heywood et al., 2010, Göbel and Zwick, 2012, Kampelmann and Rycx, 2011) and corporate sector (Fenwick, 2012, Jalal and Younis, 2014). Older employees are served as part of human capital enhancing economic development Nilsson (2011).

In this study, older employees can be defined as employees aged between 50 and above through changes in terms of psychologically and work productivity in corporate sector environment. As the numbers of information quickly rises, numerous researches have been published on the relationship between age and numerous magnitudes of studies includes age discrimination (Chiu and Ngan, 1999, Bennington and Wein, 2003, Cheung et al., 2010, Chou and Choi, 2011, Kunze et al., 2011) age stereotypes (Porcellato et al., 2010, Cheung et al., 2010, Krings et al., 2011) and age-related psychological factors (Stamov-Roßnagel and Hertel, 2010, Shacklock and Brunetto, 2011, Bal et al., 2015) as well as the employability of older employees in the organizations (Jones, 2009, Sanchez and Martínez, 2010, Cardoso et al., 2011, Luchman et al., 2012, Mahlberg et al., 2013). In the United States, (Popkin et al., 2008) reviewed on the impacts of an aging workforce in transportation sector by adopting the socio-technical systems model. Generally, the study

mentioned that older employees were more experience, more physical and cognitive abilities than younger employees in transportation sectors. The main issue now is the unsuitable job design such as working for long hours and wrong position needed to be taken seriously.

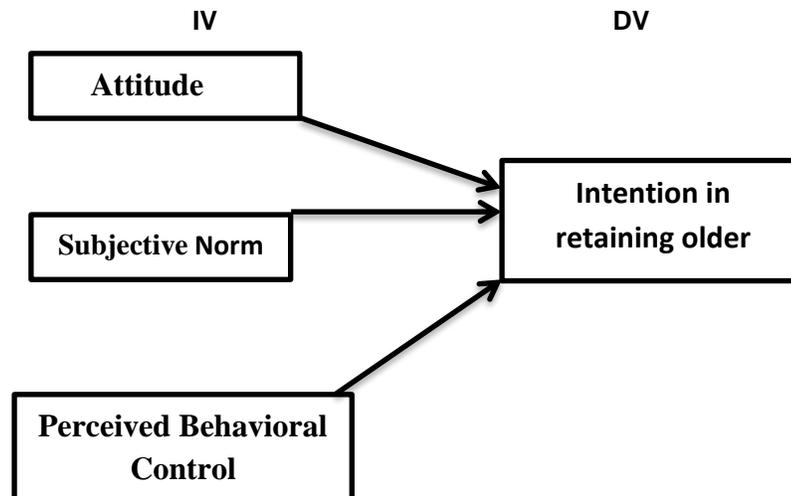
The authors explained that less number of employees in railroad and maritime work has resulted older employees to work for long hours and work shifts due to heavy work demands. They also noted that the land transportation work such as bus operator position should be given to younger employees instead of older employees. The author explained that although older employees are more experienced and have good judgment on the road but they should be served at scheduling and staffing position due to less pressure and health concern. However, in Europe, the high demands on physical workforce attributed to decision to hire and sustain the employability of older employees in many small businesses such as bakery, truck driver, tailors' cutter, nursery nurse, shop assistant and upholsterer. The recruitment of older employees is also triggered by the fact that younger people preferred to work in the professional field with attractive profession and good rewards Ziekemeyer (2005).

However, in Belgium, according to Martens et al. (2006), it has been reported the number of employability rates of older employees in the many sectors is very low. Factors such as cost burden to organizations, negative mind-sets and younger people preference in workforce contributed to low employment rate of older employees. Hence, the study suggested that age fair opportunities need to be implemented. By creating age-related management such as promotion of teambuilding, flexible time, career planning, education, training and age-friendly practices; older employees can be as a team in the firms and organizations. Moreover, Quite few studies about older employees in workforce has been carried out in Middle East (Sheikha and Younis, 2006, Sidani et al., 2009, Abdalla and Al-Homoud, 2001, Özcan et al., 2011).

In public hospitals, Jordan, according to Ismail Ababaneh (2010) older employees were more responsible; understand the job tasks and having more working experience than younger employees. Besides, the author also noted that they were sociable and showed strong relationship with peers and organizations as compared to younger generations especially in a case of the Arab World. In contrast, a study by (Sheikha and Younis, 2006) showed that older employees showed high rate of absenteeism in academic and public libraries field in Jordan. Notably, older employees were less communicates with other employees, less understanding about the job task and supervisors unable to identify job relevant for older employees attributed to high rate of absenteeism among them. In Turkey, older employees were highly valued in health sector.

They were protected from negative stereotypes and discriminations. It seems organizations favor the existence of older employees by instilling equal opportunities to all generations Özcan et al. (2011). In Lebanon, according to Sidani et al. (2009) it was found that although older employees turn to be more ethical due to higher experience level, however, they

were less comprehensive to recognize issues at different situations within organization. However, the fact is not all older employees show similar attitudes and work behaviors. Instead of relying on speculation, comprehensive study needs to be carried out in order to provide clarity pertaining to this matter.



3. Methodology

This study used a quantitative research method to develop and investigate managers' attitude (ATT), Subjective norms (SN), Perceived behavioral control (PBC) on the intention to retain older employees in corporate sector in Libya. In order to validate the research objectives, research questions and hypotheses, a survey method was developed and conducted. According to Swanson and Holton (2005) survey method is the most suitable method to describe the real phenomenon of a population too large to be experimental. In this study, research population and sample were drawn from the managers of corporate sector in Libya. The sample were drawn among managers of corporates sector in Libya, because the study aim at analyzing managers' attitude (ATT), Subjective norms (SN), Perceived behavioral control (PBC) on the intention to retain older employees.

Hence, from the 600 questionnaire distributed, 402 was returned and this was used as respondents for this study. The required data for this study were collected by using survey instrument which consists of a set of structured questions on managers' attitude (ATT), Subjective norms (SN), Perceived behavioral control (PBC) on the intention to retain older employees in corporate sector in Libya. These data were coded and analyzed using SPSS Version 20. The independent variables in this study are attitude (ATT), Subjective norms (SN), Perceived behavioral control (PBC). The dependent variable is the manager's intention to retain older employees in corporate sector.

Constructs	No. of items	Example items	Sources
Attitudes	4	For me retain older employees should be encouraged	Adapted from Azjen (2006)

Subjective Norm	4	Most people who are important to me think that I should retain older employees	Adapted from Azjen (2006)
Perceived Behavioral Control	4	I have the necessary means and resources to retain older employees.	Adapted from Azjen (2006)
Intention to retain	4	intend to retain older employees	Adapted from Azjen (2006)

3.1 Demographic Profile of Respondents

Table 1.1: Respondent's Profile

Demographical Variable	Category	Frequency (N= 402)	Percentage (%)
Gender	Male	388	96.5
	Female	14	3.5
	Total	402	100%
Age	Below 25 years	1	0.2
	26 – 30 years	24	6.0
	31- 35 years	59	14.7
	35- 40 years	173	43.0
	41 years& above	145	36.1
	Total	402	100%
Qualification	High school	2	0.5
	Diploma	22	5.5
	Bachelor degree	169	42.0
	Master degree	151	37.6
	Doctorate degree	58	14.4
	Total	402	100%
The period of time as a manager	Less than a year	24	6.0
	1 - 3 years	64	15.9
	4 - 6 years	137	34.1
	6 years above	177	44.0
	Total	402	100%
How do you feel your interaction with older employees	Not important	83	20.6
	Important	307	76.4
	Not sure	12	3.0
	Total	402	100%

The above table shows that there are five questions in the respondents' demographic background section and all data was analyzed and interpreted using the frequency and percentage. Based on the results, it shows that respondents who have answered the distributed questionnaire consisted of respondents' gender, and 96.5% majority (388) of the respondents were male while 3.5% (14) of the respondents were female, as it was difficult in Libyan environment to come about many females managers of companies and industries because of the country's policy which does not expose females in public.

Thus, it can be concluded that the male respondents was absolutely higher as compared to the female respondents. Meanwhile, the respondents' age under 25 years old which represents 0.2 % (1) of the total population? Then it follows by those respondents under the age of 26-30 years old which is 6.0 % (24). Hence, it follows by those respondents under the age of 31-35 years old which is 14.7% (59), followed by the respondents under the age of 36-40 years old which was 43.0 % (173). Lastly, it follows by the respondents aged 41years old and above that represents 36.1 percent (145) out of 402 respondents, this indicates that a larger percentage of them were within their active age of service. Besides, the majority of the respondents 42 % (169) had Bachelor Degree while 37.6 % (151) had Master degree and 14.4 % (58) had Doctorate Degree. But, 0.5 % (2) and 5.5 % (22) other respondents had High school and Diploma Certificate.

However, 6.0 % (24) had less than a year experience at the post as a manager, 15.9 % (64) had been in the post between one and three years, while 34.1 % (137) have four to six years in the post as a manager and 14.4 % (177) of the respondents had 6 years above in the post. This portrays that a larger percentage of them are young in these positions and they have spent average of 6 years as a manager. Therefore, 20.6 % (83) of the manager feel the interaction with the older employee are not important, while 76.4 % (307) majority of the respondents feel that the interaction with the older employee are important and the rest 3.0 % (12) of the respondents were not sure. The demographic analysis was mainly for basic descriptive analysis.

3.2 Reliability Analysis

The reliability analysis helps to assess the goodness of a measure by computing the Cronbach's alpha for each measure Sekaran and Bougie (2010). Based on the Table 1.2, the Cronbach's alphas for all the variables are in the range of 0.805 to 0.836 which indicates that the items measured were targeted to the right respondents. Further, results of correlation analysis have shown that all variables are moderately correlated with each other. All variables are significantly correlated with each other with the lowest correlation is Intention to retain older employees ($r = .533, p < 0.01$) and the highest correlation is Subjective norms (SN) ($r = .782, p < 0.01$). Therefore, based on the results, it is confirmed that the measures used in this study are highly reliable, thus suggested its readiness for further analyses.

Table 1.2: *The results of a reliability and correlation analysis for Independent and dependent variables*

No	Variables	Mean	SD	1	2	3	4
1	attitude (ATT)	2.55	1.06	(.805)			
2	Subjective norms (SN)	2.88	0.85	.782**	(.948)		
3	Perceived behavioral control (PBC)	2.99	1.03	.601**	.729**	(.778)	
4	Intention to retain older employees	2.42	0.87	.754**	.717**	.533**	(.836)

4. Findings and Discussion

Hypotheses are tested by testing the effect of the attitude (ATT), Subjective norms (SN), Perceived behavioral control (PBC) on the intention of Managers to retain older employees in Libyan corporate sectors. The results of the regression analyses have shown that there was no multi-collinearity problem and there was no serious violation of the assumption of independent observations. The multiple regression results indicate that a strong relationship existed as hypothesized. Meanwhile, R value indicates that a strong association between the independent and dependent variable exist.

4.1 Multiple Regression Analysis for Independent Variables and Dependent Variable

The purpose of this paper is to examine the Managers' Intention to Retain Older Employees in Corporate Sectors in Libya. Further, findings indicate that there is positive relationship between behavioral belief, normative belief and the managers' intention to retain older employees except for the control belief. The results are shown in Table 1.3.

Table 1.3: *The Regression Coefficients for independent and Dependent variables*

Variables	Standardized Beta
attitude (ATT)	.499**
Subjective norms (SN)	.336**
Perceived behavioral control (PBC)	-.012
R ²	.610
Adjusted R ²	.607
F Value	207.332
Significance F Value	.000
Durbin Watson	1.731

(*P < 0.05, **P < 0.001, ***P < 0.000)

Based on the results in Table 3 above, it shown that only attitude (ATT) and Subjective norms (SN) showed significant relationship with Managers' intention to retain older employee with the values of ($\beta = 0.499$, $p < 0.05$) and ($\beta = .336$, $p < 0.05$) respectively which indicates that these variables significantly influence the Managers' intention to retain older employees. However, Perceived behavioral control (PBC) showed non-significant values of ($\beta = -0.012$, $p > 0.05$) which signified that the variables do not influence the Managers' intention to retain older employees. This finding is consistent with those of previous researches, which showed that older employees were more responsible; understand the job tasks and having more working experience than younger employees. Besides, managers have believed that older employees were sociable and showed strong relationship with peers and organizations as compared to younger generations. (Sheikha and Younis, 2006, Sidani and Jamali, 2010, Özcan et al., 2011).

5. Conclusion

The main objective of this study was to investigate the relationship between attitude (ATT), Subjective norms (SN), Perceived behavioral control (PBC) and Managers' intention to retain older employee in Libyan corporate sectors. The findings indicate that Perceived behavioral control (PBC) has no positive significant impact on managers' intention to retain older employees. However, Subjective norms (SN) have very strong positive impact on manager intention to retain older employees. Thus, it will be beneficial to understand that attitude (ATT) and Perceived behavioral control (PBC) variable does not significantly affect managers' intention in retaining older employee in Libyan corporate sector. Obviously, Subjective norms (SN) have really affect managers' intention in retaining older employees in Libyan corporate sector. It is hope that findings of this study would help managers and practitioners to formulate strategies and program to overcome the stigmatization against older employee in an organization. In a nutshell, this research is significant because of its contribution to reduce the managers' stereotypical attitudes against older employee in corporate sectors. On the other hand this research only focused on managers' intention to retain older employees in the Libyan corporate sectors. Thus, future research should consider comparing two countries or more to investigate and compare managers' perception on the retention of older employees in workforce.

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