



Impact of Age Norms and Stereotypes on Managers' Hiring Decisions of Retirees

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Background of the Research

- Rise in Retirement Age
- Takes Two to Tango: Employee & Employer
- Employee: attitudinal + behavioural change
- Employer: indifferent?



This Research

- Manager's Behavior in Hiring Decision
- Hiring of (Early) Retirees
- Variables of interest:
 - Role of Age Norms and Stereotypes
- Controls:
 - Organisational characteristics
 - Personal characteristics of applicant



This Research (2)

- Multi-method approach
 - survey
 - vignette study (experimental design)
- N=238 managers from LISS panel
- N=1.195 vignettes
- T1: age norms & stereotypes
- T2: hiring decision for hypothetical applicants



Results (1)

- Managers are not over enthusiastic to hire early retirees
- General age norms & stereotypes are only weakly correlated



Results (2)

Hiring desirability:

- Manager's stereotypes: no impact
- Age norms: significant impact
- Applicants characteristics: significant impact
(Age, Gender, Availability, Vitality etc.)
- Organisational characteristics: significant impact
(Labour force shortage)



Strength of the Paper

- Focus on the manager
- Combining attitudes and behaviour in one model
- Organizational & individual characteristics

- Own data collection
- Two-stage design
- Real managers (no substitutes, e.g. students)



Comments

- Theoretical background
- Measurement of Stereotypes



Points for Discussion

- Any idea why stereotypes and age norms are only weakly associated?
- What predicts manager's age norms? Role of organizational context?
- May age norms change as retirement age increases?
- What can politicians learn from this paper?