

## **“Older workers and late career; the contribution of work and organizational psychology”**

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### **Abstract**

**Age and work: an upset balance.** The relationship between age and work has been rendered increasingly complex by the great demographic upheavals characterizing the first decades of the twenty-first century. The baby-boomer generation (born between 1945 and 1964) is approaching retirement age, swelling the ranks of pensioners and the costs of pensions systems with its demographic surge. The increase in life expectancy and an overall improvement of health make work possible also at an advanced age, and a growing proportion of people work even after reaching pensionable age (especially in countries like the USA, Australia, Sweden, and the UK). Also to be pointed out are the marked imbalances which persist at European level in the labour market participation of people aged between 55 and 64. Such imbalances in activity levels have important repercussions on the competitiveness of country systems and social security budgets.

**The contribution of work and organizations psychology.** The traditional relationship between age and work has therefore been severed. There are increasing pressures to work longer at a mature age (raising of the pensionable age); there are more favourable individual conditions to continue working (good health); it is increasingly necessary for work organizations to manage complex generational relationships (between young work entrants and mature adults). These social and organizational processes also require responses and interventions by work and organizational psychologists. How do workers' abilities, skills, and motivations change with age? How can the presence in work of mature people be assured while at the same time favouring efficiency, quality of working life, and individual well-being? How can the consolidated negative stereotypes of elderly workers be overcome? How can human resources management in work organizations be differentiated according to the ages of workers?

Some answers will be offered to these questions by drawing on some studies conducted in recent years on these topics. In the presentation some possible lines of inquiry and organizational interventions will be suggested (Finkelstein, Truxillo, Fraccaroli, & Kanfer, 2015).

L. M. Finkelstein; D Truxillo; F. Fraccaroli; R. Kanfer (eds), **"Facing the challenges of a multi-age workforce"**, New York, N.J.: Routledge, 2015, 372 p.