

Human Resource Management in Retention of Older Workers Psychology: Synthesis of Conclusions

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Abstract

Background: The significance of human resource management in organizational contexts cannot be overstated, as it serves as a pivotal mechanism for facilitating the optimal functioning of the workforce and personnel, thereby enabling them to execute their assigned responsibilities proficiently and make valuable contributions towards the attainment of organizational excellence. The presence of high-caliber senior management is a distinguishing characteristic of efficacious human resource management, as it empowers the organization to leverage its accumulated experience, specialized skills, and intellectual capital. A multitude of scholarly inquiries and meticulous examinations have been undertaken to ascertain the progressions and salient aspects observed in the management of elderly employees within the domain of human resource management. The primary objective of this paper is to conduct an extensive synthesis of prior scholarly investigations pertaining to the field of human resource management in relation to the retention of older employees.

Methods: The investigation was conducted utilizing the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) methodology, employing article data obtained from the esteemed Web of Science (WOS) and Scopus databases, encompassing the temporal range from 2001 to 2021.

Results: In the ultimate phase, a total of seventeen articles were meticulously curated, and a comprehensive analysis was conducted to discern the intricate patterns of article citations, the geographical contexts of previous studies, the diverse disciplinary backgrounds, and the methodological approaches employed. This comprehensive investigation has successfully delineated and discerned nine distinct thematic domains within the realm of scholarly inquiry. These domains encompass the multifaceted dimensions of human resource management, personnel review, human resource development, human relations, work and organizational psychology, work behavioral health, managerial psychology, management development, and manpower. This study additionally consolidates the methodologies employed by the antecedent studies in the relevant domain.

Conclusions: Several recommendations are provided to assist future academics in examining these areas of human resource management in relation to the retention of older workers.

Key words: human resource management, retention, older workers.

Introduction

Many countries are concerned about population ageing, particularly the issue of retirement (Mansour & Tremblay 2018). Concerns about pension systems and labour markets, as well as the potential economic implications of retirement, especially selective workforce shortages, have posed serious issues for older workers when employers intend to hire younger workers (Mansour & Tremblay 2018). While lots of nations have abolished fixed retirement ages, employees keep on their wish to retire (Fasbender et al. 2016). However, the agreements and reserves that an organisation provides to its employees will entice the employee's thoughts, attitudes, and behaviours, as well as impact the employee's retirement decisions (Beehr & Bennett 2015). Erikson's (1963) human development theory elucidated the innate inclination of individuals to impart their wisdom and experiences to the succeeding generations as they progress through the various stages of life. Consequently, the implementation of reproductive

measures, such as mentorship and education, serves to instill a sense of efficacy among older workers, fostering the belief that they are making a constructive contribution to the younger workforce and the broader societal framework. Furthermore, it is imperative to acknowledge the paramount importance of motivation in propelling one's unwavering dedication towards surpassing mere skill enhancement and personal welfare (Polat et al., 2017). By harnessing creativity, sharing experiences, and transferring knowledge to future generations, individuals can access the necessary resources and ultimately enhance their overall job satisfaction (Veth et al., 2009). Job satisfaction among older workers can have a huge influence on their retirement decisions (Kosloski et al. 2001). The concept under consideration is commonly referred to as a positive or negative evaluative judgement that an individual forms with respect to their employment or job circumstance, (Weiss 2002). The concept under consideration is commonly referred to as a positive or negative evaluative judgement that an individual forms with respect to their employment or job circumstance, as elucidated by Weiss in the year 2002. As per the scholarly work conducted by Davies et al. (2017), the intricate interplay between job satisfaction and retirement has emerged as a pivotal construct in the realm of work-related research. Scholars have dedicated considerable attention to comprehending the intricate dynamics that underlie individuals' evaluations, beliefs, and emotions pertaining to their job and the prospect of transitioning into retirement. It is widely acknowledged that these subjective factors significantly shape individuals' retirement behaviours.

In a similar vein, the interplay between organisational and occupational commitment may exhibit a connection with retirement planning and decision-making processes, as commitment holds considerable implications for individuals' deliberations regarding the termination or continuation of their organisational associations (Meyer & Allen 1991; Jones & McIntosh 2010). Employees will have emotional attachment to a company that grows stronger when employees' expectations and demands are realised (Jones & McIntosh 2010). In essence, the employees in question perceive the company as an integral component of their personal identity, and a complete departure from the organisation may result in a sense of discontinuity for these individuals (Kalokerinos et al., 2015).

More importantly, in the twenty-first century, there will be insufficient young workers to replace those who retire, which could stifle economic progress satisfaction (Veth et al. 2009). The issue at hand is achieving more with fewer people while also having a workforce with a higher proportion of elderly workers (Collins 2003). While it is acknowledged that certain organisations may not find it suitable to adopt a retention strategy for older workers, given the specific skill and capability demands associated with age, it can be posited that, on the whole, a heightened utilisation of the older worker demographic will emerge as a crucial avenue for organisations to address the shortage of younger workers (Collins, Hair, & Rocco, 2009; Ng & Feldman, 2008). Nevertheless, this particular approach poses a formidable challenge to the individuals responsible for overseeing the realm of human resource management (HRM) and human resource development (HRD) policies within organisational structures.

Previous studies suggest that firms that use HRM and HRD strategies provide resources and chances for their workers to work longer and contribute to organisational performance (Kuvaas 2008; White & Bryson 2013). Specifically, previous study has shown that these practises have an impact on workers' attitudes and behaviour (Ostroff & Bowen 2000). Furthermore, it is imperative to acknowledge that in prior scholarly investigations, the implementation of ergonomic modifications within the workplace, coupled with the provision of ongoing career development opportunities, alongside the establishment of comprehensive training and development protocols, have been demonstrated to possess substantial motivational significance for the ageing workforce (Kooij et al. 2008; Armstrong-Stassen & Ursel 2009). Nonetheless, there is a scarcity of empirical information about HRM and HRD approaches that are tailored to the needs of the older worker (Armstrong-Stassen 2008; Kooij et al. 2010). Hence, a comprehensive assessment of commonly used and praised strategies for older workers is still lacking. Our objective is to bridge the existing knowledge gap by offering a comprehensive comprehension of the recurring trends identified in prior inquiries through the utilisation of a Systematic Literature Review (SLR). The key research question "What is the emphasis area of human resource management in retaining older workers?" guide the process of compiling relevant systematic reviews for the study.

SLR is a rigorous and meticulous methodology employed to examine and evaluate prior scholarly investigations, with the aim of critically assessing, condensing, and endeavouring to amalgamate the acquired body of knowledge (Dempster, 2011; Petticrew & Roberts, 2006). The concept of a systematic review, as expounded upon by Hanley and Cutts (2013), is intricately designed to maintain a heightened level of rigour in

order to minimise the possibility of bias. Simultaneously, it serves as a methodological approach to augment the quality of studies within a specific contextual framework. The primary objective of this research endeavour is to investigate areas that have been previously examined in the context of methodological approaches utilised in scholarly articles concerning the retention of older workers. Furthermore, the principal aim of this study is to ascertain the scholarly works that have garnered the highest frequency of citations within the realm of academia throughout the preceding two decades. Therefore, the current study will embark upon a thorough and comprehensive analysis of the aforementioned topic.

Methodology

Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)

The employed methodology for the retrieval and revision of pertinent prior studies on the subject of human resource management in the context of retaining older workers is expounded upon in this paper. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), a set of guidelines primarily formulated by esteemed authors affiliated with the Cochrane Collaboration, was established in 2009 with the aim of mitigating the obstacles encountered in the dissemination of systematic reviews within scholarly publications. In their seminal work, Moher et al. (2009) conducted a comprehensive systematic evaluation of the entire corpus of scholarly publications pertaining to the subject matter, with the aim of elucidating potential resolutions to a specific research inquiry. Moreover, it is imperative to acknowledge the inherent advantages of systematic reviews in the realm of knowledge acquisition. These reviews serve as a valuable tool for the identification, analysis, and synthesis of pertinent evidence derived from a multitude of studies that aim to explore and elucidate similar research inquiries (Stewart et al., 2015). Shamseer et al. (2015) postulated that the execution of a systematic review bears substantial significance across multiple dimensions due to a multitude of reasons:

- (i) this enables systematic reviewers to engage in meticulous planning and proactively anticipate any potential challenges that may arise.;
- (ii) it explicitly enables the comprehensive documentation of pre-review plans, thereby enabling others to compare protocols and completed reviews, replicate the review methodology if deemed necessary, and assess the soundness of the proposed approach;
- (iii) it enables systematic reviewers to meticulously strategize and proactively anticipate potential predicaments; and
- (iv) it allows systematic review.

Sources of Database

The primary data sources utilised in this article are Web of Science (WOS) and Scopus, both of which are prominent and widely recognised journal databases. Falagas et al. (2008) highlight the profound impact of the electronic era on the proliferation of numerous databases within the expansive realm of the World Wide Web. These databases have been meticulously designed to cater to the diverse needs of researchers, offering specialised search functionalities tailored to specific fields of study. Moreover, they have also revolutionised the way scholars engage in citation analysis, enabling them to delve deeper into the intricate web of scholarly discourse. WOS and Scopus have been selected as the preferred databases due to their unparalleled comprehensiveness and widespread accessibility, which encompass a wide range of scholarly disciplines. Moreover, these databases are frequently employed by researchers to conduct exhaustive literature searches, as highlighted by Guz (2009).

Scopus, an extensive and interdisciplinary database, encompasses a wide range of scholarly resources, comprising citations and abstracts from prestigious literary journals, trade journals, books, patent records, and conference proceedings. The tools mentioned in this extensive database exhibit the capacity to discern, scrutinise meticulously, and visually represent the results of search queries. The Scopus database, which was established in November 2004, represents a prominent repository of scholarly abstracts and collections. It proudly encompasses a comprehensive collection of over 21,500 titles, sourced from a distinguished network of more than 5,000 esteemed international publishers. Furthermore, it is imperative to acknowledge that the Scopus database offers a vast and all-encompassing panorama of worldwide research accomplishments spanning diverse fields of study, including but not limited to science, technology, medicine, social science, and the arts and humanities (Boyle & Sherma, 2006). According to the esteemed scholarly publishing database Elsevier, the corpus of academic articles

comprised a significant quantity of approximately 25,100 scholarly contributions originating from a diverse array of over 5000 international publishers, as of the inception of the year 2020. Moreover, Scopus provides a comprehensive aggregation of the most extensive scholarly inquiries spanning diverse domains, including but not limited to medicine, science, technology, the humanities, and the social sciences (Elsevier, 2020).

Contrary to the aforementioned statement, the WOS database search offers users the opportunity to access a vast compilation of approximately 11,400 scholarly journals, which encompass a wide range of disciplines including but not limited to science, social science, and the arts and humanities. Furthermore, this comprehensive collection spans across more than 45 languages, thereby facilitating access to a diverse array of academic literature. The primary aim of this endeavour is to discern and identify the most relevant and high-caliber research publications. Moreover, this scholarly methodology encompasses the utilisation of citation references to establish profound linkages and leverages the inherent interdisciplinarity present in articles penned by subject matter authorities. The Web of Science (WOS) has demonstrated an exemplary record of providing comprehensive and dependable reporting, dating back to the illustrious year of 1990. It is pertinent to acknowledge that a significant majority of the journals encompassed within the Web of Science (WOS) database are predominantly written in the English language, as expounded upon by Joshi (2016). As per the scholarly findings of WOS (2020), it has been discerned that the esteemed WOS database presently encompasses a commendable assemblage of 21,294 erudite articles. The aforementioned articles, painstakingly curated and meticulously sourced from an array of disciplines, encapsulate a wide-ranging spectrum of knowledge domains, traversing the realms of the sciences, social sciences, and the arts and humanities.

Systematic Review Process

The systematic review procedure encompasses a series of four distinct stages, namely identification, screening, eligibility assessment, and inclusion.

The identification process is executed through a series of sequential steps. The initial phase entails the meticulous integration of relevant keywords into the search query, thereby facilitating the retrieval of analogous scholarly articles within the esteemed Web of Science (WOS) and Scopus databases. The present investigation employed a comprehensive selection of keywords encompassing the domains of human resource management, retention, and older workers, drawing upon prior scholarly inquiries and employing synonymous terms as identified in the thesaurus. At this juncture, a total of 39 papers that met the eligibility criteria were identified for review. However, upon meticulous examination, it was observed that 13 of these papers exhibited identical attributes in both the Web of Science (WOS) and Scopus databases, rendering them redundant and consequently excluded from further analysis. Subsequently, the screening process proceeded by implementing a criterion to selectively include articles based on their year of publication, thereby ensuring that only relevant scholarly works are considered for the present investigation. Consequently, a total of five documents were selected based on their respective years of publication. The evaluation of the accessibility of the entire article's eligibility was carried out in the subsequent stage, followed by a thorough examination. A corpus of 21 supplementary articles has been discerned, which have been published in direct contravention to the fundamental tenets of human resource management and the preservation of senior employees. Regrettably, the aforementioned articles are not readily accessible via online platforms. In the culmination of the ultimate filtration process, a remarkable total of 17 scholarly publications have been obtained for the purpose of meticulous analysis by diligent researchers within the confines of this comprehensive study.

The researchers took great care in meticulously defining the inclusion and exclusion criteria to guarantee a rigorous and appropriate execution of the article search. According to the seminal work by Strech and Sofaer (2012), it is evident that their research has made significant contributions to the field. The articles chosen for this study were primarily and exclusively sourced from the categories identified in both databases. Excluded from the analysis were various other forms of scholarly literature, including book chapters, books, conference proceedings, and review papers, in order to narrow the scope exclusively to empirical research findings. Furthermore, in order to mitigate potential obstacles and uncertainties associated with the process of language translation, the investigation focused exclusively on scholarly articles that were authored and subsequently published in the English language. Ultimately, the investigation was constrained to scholarly articles that were disseminated within the temporal confines spanning from 2001 to 2021. This particular timeframe was selected due to the emergence

and subsequent proliferation of the epoch of global human resource management pertaining to the retention of mature employees. Significantly, the scope of the investigation was restricted to scholarly works pertaining to the domain of human resource management with a specific focus on the retention of mature employees. Furthermore, any literature that lacked relevance to the research question was meticulously eliminated subsequent to a rigorous screening procedure.

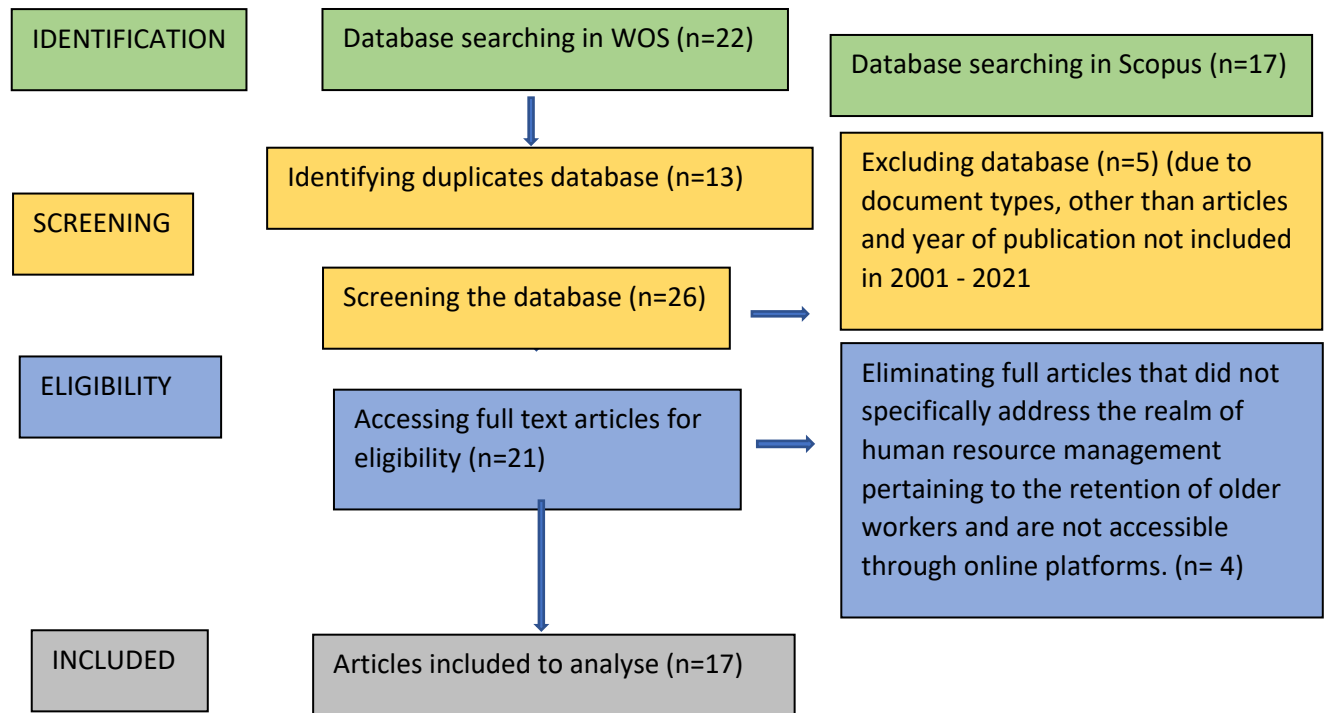


Figure 1: The Flow Diagram of The Study

Data Analysis And Discussion

Analysis of Articles in the Scopus Database

Using the following search: TITTLE-ABS-KEY (“human resource management” and “retention” and “older workers”), 17 publications were identified in the abstracts, article titles, or keywords in the Scopus database. The scholarly publications were discovered within the temporal span from 2001 to 2021, and a comprehensive depiction of the particulars pertaining to each individual piece can be observed in Figure 2. Figure 2 illustrates the temporal distribution of scholarly articles published in the Scopus database spanning the period from 2001 to 2021, with the data organized according to the respective search year.

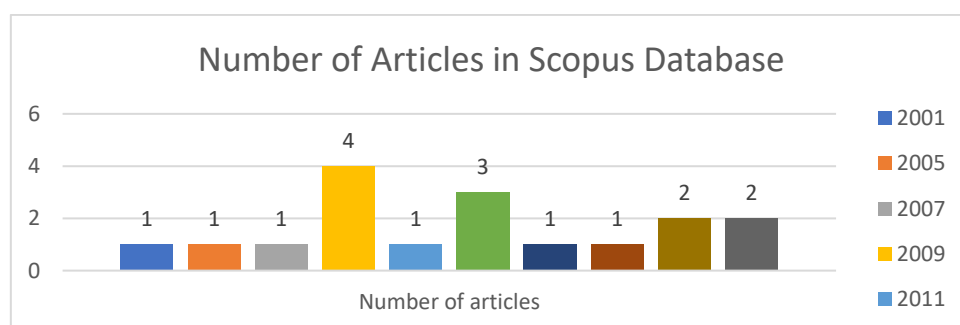


Figure 2: Number of Articles Related by year in Scopus Database

Analysis of Articles in the WOS Database

A total of 20 articles were identified in the abstracts, article titles, or keywords during the search conducted on the WOS database using following search criteria:

TS= (“human resource management” and “retention” and “older workers”).

The temporal scope of the article search encompassed the years 2001 to 2021, while the comprehensive particulars pertaining to each item can be observed in Figure 3. Figure 3 displays the quantity of publications that have been published within the time frame of 2001 to 2021, as documented in the WOS database.

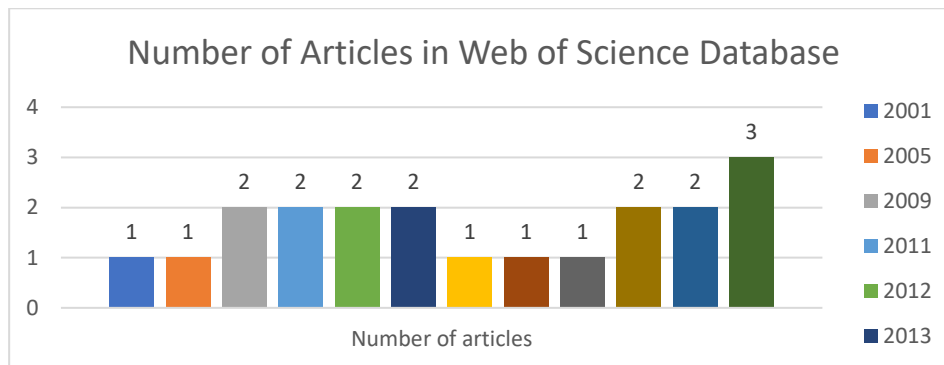


Figure 3: Number of Articles Related by year in WOS Database

Analysis on Citation Number of Articles

A citation is a scholarly practise wherein an author incorporates the words, ideas, or findings of another esteemed scholar into their own work, thereby acknowledging the intellectual contribution of the original author (Shibly, 2016). The researchers have listed papers cited by prior studies in this investigation. The researchers used both Scopus and WOS databases to conduct their search. The citation information for the articles related in the Scopus and WOS database which included to analyse are listed in Table 1.

Due to the small number of articles published focusing on human resource management in retention of older workers, we include all the citation information for every article and the highest citation articles from both databases was "Age Stereotypes and Discriminatory Attitudes Towards Older Workers: An East-West Comparison" by Chiu, Chan, Snape & Redman (2001). The primary objective of the study was to conduct a comparative analysis of age stereotypes within a sample of 567 individuals hailing from both the United Kingdom and Hong Kong. This empirical investigation sought to elucidate the intricate associations between prevailing stereotypes and the manifestation of discriminatory attitudes within the context of the workplace. This scholarly article employed a quantitative methodology, employing the administration of questionnaires to a total of 27 cohorts of students, with 12 cohorts located in Hong Kong and 15 cohorts in the United Kingdom. The authors explicated the overarching objective of the study and adeptly addressed all inquiries posited by the respondents. In order to ensure the preservation of anonymity, participants were explicitly instructed to refrain from disclosing their personal identities. Moreover, it is imperative to acknowledge that their participation in the research was entirely based on voluntary basis. All participants successfully completed the survey, and the mean duration for providing feedback on the survey was found to range between 15 and 25 minutes.

This study found that in contrast to their counterparts from Hong Kong, respondents from the United Kingdom exhibited a tendency to perceive older employees as possessing greater efficacy in the workplace, albeit with a concomitant perception of reduced adaptability to change. As anticipated, the ages of the respondents exhibited a congruence with favourable age stereotypes. However, it is noteworthy that supervisors displayed a comparatively weaker association between age and their assessments of work effectiveness. Stereotypes were found to have a big impact on how people thought about older workers' training, promotion, and retention, how willing they were to work with older people, and how supportive they were of positive discrimination. Anti-age discrimination policies in the respondents' company may also have influenced on how they thought older workers could adapt and how they thought about giving them training.

Table 1: Number of Citations

Code	Title	Authors/Year	Number of Citations (Scopus)	Number of Citations (WOS)
A1	Stimulating Job Crafting Behaviors of Older Workers: The Influence of Opportunity- Enhancing Human Resources Practices and Psychological Empowerment	Kooij, De Lange & Van De Voorde 2021	1	1
A2	Factors influencing leave intentions among older workers: a moderated-mediation model	Bentley, Teo, Catley, Blackwood, Roche & O'Driscoll 2019	13	13
A3	What strategy of human resource management to retain older workers?	Mansour & Tremblay 2019	4	5
A4	I'll take care of you: the use of supportive work practices to retain older workers.	Mountford 2013	13	12
A5	Active ageing in organisations: a case study approach	Frerichs, Lindley, Aleksandrowicz, Baldauf & Galloway 2012	10	28
A6	Overcoming the paradox of employers' views about older workers	Billett, Dymock, Johnson & Martin 2011	57	51
A7	The different variables that affect older males' and females' intentions to continue working	Shacklock, Brunetto & Nelson 2009	56	45
A8	The aging workforce: perceptions of career ending	Buyens, Van Dijk, Dewilde & De Vos 2009	63	48
A9	Adapting training for older employees: The Canadian response to an aging workforce	Armstrong-Stassen & Templer 2005	54	49
A10	Age Stereotypes and Discriminatory Attitudes towards Older Workers: An East-West Comparison	Chiu, Chan, Snape & Redman 2001	288	226
A11	Multigenerational Research in Human Resource Management	Ng & Parry 2016	-	36

A12	The Retention of Workers Nearing Retirement: A Job Embeddedness Approach	McEvoy & Henderson 2012	-	6
A13	Development (f)or Maintenance? An Empirical Study on the Use of and Need for HR Practices to Retain Older Workers in Health Care Organizations	Veth, Emans, Van der Heijden, Korzilius & Lange 2009	-	15
A14	Retaining an ageing workforce: The effects of high-performance work systems and flexible work programmes	Stirpe, Trullen & Bonache 2018	-	8
A15	Knowledge creation, transfer and retention: the case of intergenerational cooperation	Babnik & Širca 2014	-	10
A16	How German employees of different ages conserve resources: perceived age discrimination and affective organizational commitment	Rabl & Triana 2013	-	14
A17	Age management in the public sector in Norway: exploring managers' decision latitude	Furunes, Mykletun & Solem 2011	-	18

Analysis on Study Setting

We also looked at the country as a location for the studies. Table 2 shows that most prior research on the topic concentrated on Australia. In light of the global financial crisis (GFC), it is important to acknowledge that despite its impact, there has been a consistent and prolonged period of economic growth spanning the past twenty years. This sustained expansion has consequently led to a dearth of skilled workers and a scarcity of labour in specific sectors of the labour market. To optimise the labour force engagement of older people, policy initiatives have been put forth that encompass the proposition of raising the retirement age for women to 65 years and the retirement age for all pensioners to 67 years by the year 2023. (Centrelink 2012). The subsequent progression has implications for the cohort of individuals belonging to the younger segment of the baby boomer generation, specifically those individuals born subsequent to the year 1957.

Furthermore, Canada is the second most studied country, as in many other countries. People in Quebec are aware that the population is getting older. The prominence of retirement has been elevated to the forefront of the public discourse in Canada. An increasingly pressing concern faced by individuals in advanced stages of life pertains to the strategic formulation of a comprehensive workforce replacement strategy. The implications of this phenomenon extend to pension systems and labour markets, in addition to the potential economic ramifications associated with retirement, such as the emergence of selective labour scarcities. Transitioned away from traditional retirement age requirements, numerous nations continue to offer retirement packages and early-retirement programs as means to facilitate early retirement, notwithstanding the fact that a significant number of countries have yet to adopt such measures (Fasbender et al. 2016).

Table 2: Number of Study Based on Country

Country	Number of Study	
	Scopus	WOS
Netherland	1	2
New Zealand	1	1
Canada	2	2
Australia	3	3
Belgium	1	1
USA	0	1
UK	0	1
Germany	0	1
Norway	0	1
UK/Hong Kong	1	1
Denmark/France/Germany/Italy/Netherland/Poland/Sweden/UK	1	1
Undefined	0	2

In addition, research on the human resource management in retention of older workers have been conducted in various nations including Netherland, New Zealand, Belgium, and others. Based on those studies, it is clear that there are a great deal of public debates about how many people are getting older in many countries, especially when it comes to retirement (Mansour & Tremblay 2018) and interestingly previous research has shown that the human resource practices may influence the way workers think and act (Ostroff & Bowen 2000).

Analysis on Field of Study Covered in WOS and Scopus Databases

The researchers identified the area of human resource management in retention of older workers setting after analysing all the final publications. In general, in retaining older workers industry, human resource management/personnel management faced greater challenges. This is because to retain older employees, human resource management has to ensure that the organization can optimize human resources that are beneficial to organizational excellence. The field of study gets 53% of the filtered included publications. The field of study in relation to HRM involving work management and organizational psychology management, human resource development, workplace behavioural health, manpower and management development. We agree among the subject discussed, the psychological effect on the older workers towards retirement is the important to be the further research. Several previous studies have shown that improving human resource procedures lead to improved performance via a better level of psychological empowerment. (Jiang et al. 2012; Liao et al. 2009). Due to its importance articles in this topic can be published in the psychological field of study.

For other area of study, the researchers argues that the terms development, management, and manpower of an organization is more or less the same as human resource management since the goal for all these areas is for the excellence of an organization in ensuring their human resources are managed well and optimally. We agree that the field of human resource management or personnel is indeed appropriate to achieve the highest percentage in discussing the issue of retaining older workers because it is a great challenge for human resource managers to ensure that the organization can manage the organization's human resource assets well. This is essential because older workers in the organization have institutional knowledge, expertise and experience that should be able to make the organization more outstanding and competitive. Figure 4 indicates a detailed percentage of the field of study concerned.

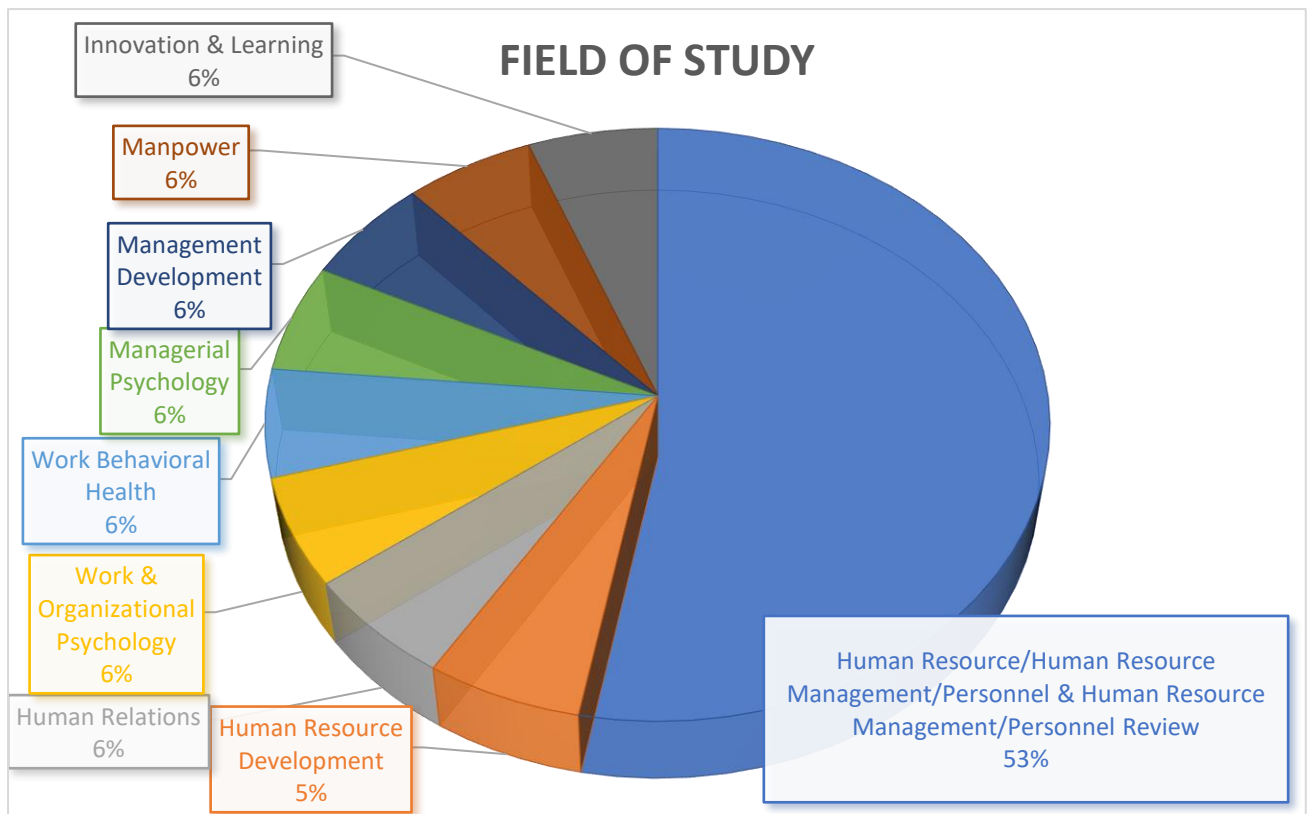


Figure 4: Field of Study

Analysis on Method Used by the Included Articles in the Research

According to Table 3, we discovered that most publications relating to human resource management in the retention of older workers were implemented quantitatively (ten studies). Four investigations were conducted qualitatively, two were conducted through a review of secondary data and prior studies, and one was conducted using a mixed method strategy. By referencing the articles with the most citations, the article employs a quantitative approach via survey. The present investigation employed multiple regression analysis to ascertain the means, standard deviations, and zero-order correlation coefficients pertaining to the study hypotheses. All variables demonstrated sufficient discriminant validity, implying that there should be no significant multi-collinearity issues in the regression analysis.

Title (Refer code to Table 1)	Research Objective	Method
A1	To look into how organisations may encourage older people to craft their own jobs by putting opportunity-enhancing Human Resource (HR) practises in place.	Mono Method Quantitative -Survey
A2	To look into the elements that help older workers be more engaged and retained, as well as the effect that perceptions of age discrimination have on these results.	Mono Method Quantitative -Survey

A3	To suggest that the connection between the utilisation of creativity and affective occupational commitment encompasses job satisfaction as an intermediary mechanism. The empirical investigation conducted by the researchers aimed to explore the relationship between job satisfaction and retirement planning, with a particular focus on elucidating the potential mediating role of affective occupational commitment.	Mono Method Quantitative -Survey
A4	To investigate the use of human resource methods with the aim of keeping direct care workers in aged care facilities, building on the stated goals in the body of literature already on the subject of older worker employees.	Mono Method Qualitative - Interview
A5	To conduct a thorough review of best practises that effectively promote the hiring and retention of older workers as well as increase workers' employability as they age. This study also intends to investigate different methods and tactics used in these practises.	Mono Method Qualitative -Case Study
A6	To undertake an inquiry into the ramifications for human resource management and governmental policy and practise arising from the existence of conflicting reports pertaining to individuals aged 44 and above, colloquially known as "older workers." The present inquiry centres upon a critical and paradoxical impediment to the enduring retention of these labourers within the workforce.	Mono Method Qualitative - Case Study
A7	The purpose of this study is to investigate how different factors related to work affect the intentions of older individuals to continue working. Additionally, we will explore if there are any differences between men and women in relation to these factors.	Mono Method Quantitative -Survey
A8	<p>The objective of this study is to examine the potential correlation between the negative perception of older employees and the phenomenon of stereotype threat. Furthermore, it is proposed that an effective strategy for retention management should prioritise the replacement of this unfavourable perception as a starting point.</p> <p>In order to comprehensively evaluate the requirements, perspectives, and inclinations of the elderly workforce with respect to the culmination of their professional endeavours, it is imperative to conduct a thorough assessment.</p>	Mono Method Quantitative -Survey

A9	<p>To assess the level of responsiveness demonstrated by organisations presently and projected in the future with regards to the three development concerns.</p> <p>To assess the perceived significance of the three developmental concerns among HR executives regarding the retention of senior managerial and professional staff, as well as the extent of involvement of their respective organisations in training and development initiatives.</p>	Mono Method Quantitative -Survey
A10	<p>In order to undertake a comprehensive comparative analysis of age stereotypes, a meticulously chosen sample comprising 567 respondents hailing from both the United Kingdom and Hong Kong was meticulously curated. The principal aim of this investigation is to examine the association between these stereotypes and discriminatory attitudes within the professional setting.</p>	Mono Method Quantitative -Survey
A11	<p>To undertake a thorough examination of the extant corpus of literature concerning generational research and subsequently ascertain potential human resource management (HRM) challenges that are anticipated to exert an impact on workplace dynamics and overall organisational effectiveness.</p>	Secondary Data -Review Previous Study
A12	<p>To thoroughly investigate the intrinsic determinants that drive select senior personnel to persist in their professional trajectories beyond the prescribed benchmarks of retirement eligibility.</p>	Mono Method Qualitative -Interview
A13	<p>To undertake an empirical inquiry into the prevalence of human resource (HR) practises, specifically those pertaining to HR management (HRM) and HR development (HRD), with the primary objective of elucidating their efficacy in the context of retaining older employees within healthcare organisations.</p> <p>To evaluate the effectiveness of human resource practises specifically designed to optimise the retention of mature employees.</p> <p>In order to effectively categorise the HR practises, it is imperative to align them with the specific needs and demands of the older workforce, line managers, and HR professionals.</p>	Mixed Method - Survey - Interview

A14	<p>To undertake an investigation into the pertinence of well-established employee retention models in light of diverse workforce characteristics.</p> <p>To thoroughly examine the ramifications of high-performance work systems (HPWS) and flexible work programmes (FWPs) from the vantage point of the job demands-resources (JD-R) perspective.</p> <p>To provide practitioners with relevant insights to inform their HR decision-making endeavours.</p>	Mono Method Quantitative -Survey
A15	To elucidate the intricate interplay between two pivotal undertakings in modern-day organisations, specifically knowledge management and age management, with a distinctive emphasis on the human resource management (HRM) practises that foster the harmonious amalgamation of youthful and seasoned personnel via collaborative learning encounters.	Secondary Data -Review Previous Study
A16	To examine how employees' age might influence the connection between their perception of age discrimination and their emotional commitment to the organization.	Mono Method Quantitative -Survey
A17	<p>In order to assess the degree to which managers adopt accountability for age management issues, it is imperative to evaluate their perception of decision latitude, which encompasses both the available options and constraints pertaining to age management.</p> <p>Additionally, it is crucial to investigate the variability of this perceived decision latitude in relation to diverse organisational and managerial factors.</p>	Mono Method Quantitative -Survey

Recommendation For Future Research

According to our review of 17 papers, most of the study was undertaken to ascertain older workers' perspectives on the incentives that should be provided to keep them in the workforce. Additionally, there are studies that focus on the training that should be provided to older workers for them to remain relevant in the workplace. However, we conclude that it was essential to examine how decisions to retain older staff is executed in the organization. According to Oude et al. (2014), each reappointment of this group to fulfil duties and obligations is greatly dependent on how employers evaluate and view their product and service value. Moreover, reappointment of this group is totally at the discretion of the Head of Department or Human Resource Manager, which means that many competent and quality retirees may be passed over for reemployment. Hence, this has resulted in a great deal of unfairness and injustice when it comes to rehiring older workers or retirees.

In addition, the researcher believes that qualitative investigations in the publication of new theories and propositions in human resource management in the retention of these older workers should be put in place to aid the understanding of this topic. It can also encourage quantitative investigations in this sector, which will help to ensure that any hypotheses that are published are thoroughly examined before being accepted.

Conclusions

In essence, the comprehensive literature review undertaken by the researchers facilitated the acquisition of a definitive outcome. The empirical evidence extracted from the renowned WOS and Scopus databases reveals a noteworthy proportion of scholarly articles that have been dedicated to the exploration of human resource management, specifically in relation to the intricate matter of fostering the enduring engagement and retention of the mature workforce. This observation implies an emerging acknowledgement among individuals of the substantial contributions that senior employees render within the organisational setting. In the realm of databases, the WOS database exhibits superior performance over the Scopus database with regard to its efficacy in retrieving scholarly articles pertaining to the domains of human resource management and the retention of older workers. Furthermore, the scholarly work conducted by Chiu, Chan, Snape, and Redman (2001) titled "Age Stereotypes and Discriminatory Attitudes Towards Older Workers: An East-West Comparison" (A10) has garnered substantial citations in both the Web of Science (WOS) and Scopus databases. In broad terms, the scholarly investigators have discerned that the predominant focus of contemporary human resource management scholarship pertaining to the preservation of senior employees has predominantly centred around the utilisation of quantitative methodologies. Consequently, forthcoming scholars may direct their scholarly endeavours towards qualitative inquiry, delving into the multifaceted dimensions of fairness and adherence to established human resource protocols pertaining to the retention of older employees. The utilisation of qualitative methodologies facilitates the generation of novel theoretical frameworks and postulations within the realm of human resource management pertaining to the preservation and engagement of the ageing workforce.

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