A Comparative study of Talent Supply Chain Management of Ageing and Young Workforce in Changing World

Ms. Neelam *
Dr. Arti Gaur**

Abstract

This paper adds a new height to the implications of ageing workforce. With better health and prolonged existence, lower birth rates, and the ageing of baby boomers, the world is seeing a major change in demographic trends. While the majority of considerations about population ageing turn around the sustainability of pension systems, a recent ILO meeting focused on the impact of the greying of societies on labour supply in the retail commerce sector, an industry that has traditionally drawn a large proportion of its workers from people aged 30 and under-Tara S. Kerpelman, a Geneva-based journalist, reports from Switzerland and India. There is an urgent need for such events. In this logic that the profit-making retail sector is not quite geared towards keeping the elderly workers in the workplace. And while we do have to focus on getting the younger workers in, we also have to be aware of the demographic changes that are happening and that we need to make extra efforts to tailor the workplace to elderly people, especially since in most places around the world, governments are trying to increase the retirement age. Good practices that possibly will be implemented, such as education, improvement and promotion, flexible work practices, ergonomics and job design were suggested in the ILO report. But in the current paper study regarding perception of senior executive has been taken for research that how they perceive the concept of talent supply chain management of ageing workforce in their industry. For the same a cumulative view between young and ageing workforce has been taken. And for for that statistical analysis ANOVA has been used to get the appropriate results.

Keywords: Ageing workforce, Talent supply chain management, ILO, Greying of societies, Labour supply

The Ageing Workforce

As population and workforce are ageing. The proportion of people aged 65 years and over has increasing. An ageing population is important because of the consequent impact upon the ageing of the workforce. The average age of the workforce (and especially the full-time workforce) has been increasing faster than the average age of the general population. Thus we can anticipate a greater number of older workers in the mix of employees working in organizations. However, the existing slowly rising labour force involvement rates are predicted to fall with ageing. Ageing largely causes a decline in contribution rates because, as people grow older they take less part in the labour force, retiring or leaving the workforce well before their sixties. For example in most men and women aged 45 to 54 years were in the labour force for last years. Collective with decreasing standard hours worked (caused mainly by the increase in part-time work compared with full-time

work), and the continuing trend for early retirement, this decline means that the future pool of skilled labour is likely to be insufficient. Worsening the demographics, the younger population has been decreasing.

Implications of the Ageing Workforce for Organisations

Researchers, governments and interest groups have reached similar conclusions - the key themes of increasing labour force participation of older workers, by extending working lives, the reduction/removal of age discrimination, changing the negative stereotyping of employers concerning hiring older workers, increasing flexibility in working arrangements, better incentives for working, as well as more flexible financial arrangements, such as through the taxation, pension and superannuation systems. In order to take in hand the predicted looming labour deficiency by increasing the labour force contribution of older workers, organizations must change the current negative attitudes

*Assistant Professor, GGGI, Dinarpur (Ambala)
**Asst. Professor, Deptt. of Business Administration, C.D.L.U., Sirsa.*

and stereotyping of older workers. The majority of Indian organizations has not realized the ageing workforce implications, and has "continued to reduce their older workforce and to disregard the advantages that these older people may bring". Drucker (2001: 21)[1] argued, "today's human resource managers still assume that the most desirable and least costly employees are young ones".

Challenges to Attract and Retain Talented Ageing Workforce

There are challenges to productively alluring workers to continue working, to join, or to return to the workforce.

> One of these challenges is the accessibility of jobs, positively affected by employers recruiting and selecting older workers rather than choosing younger workers.

> Another challenge is that older workers might want to continue working well into their 70s or 80s, having consequences for organizational performance management systems.

Review Of Literature

Organizational HRM has a key role in assisting organizations to attract and retain valued older workers and the role of Human Resource Practitioners is thereby highlighted. However, increasing the labour force contribution of older workers by extending working lives is not simple to achieve or manage. For example, one study of both academic and non-academic employees in the tertiary sector, aged over 50 years, found the majority did not want to continue working past the age of 65 years (Shacklock 2005)[2]. Although this is not representative of the whole labor force, it could be argued as potentially representing large organizations, and is nonetheless revealing. As discussed earlier, while researches has identified there would be a labour shortage in the future, employers' perceptions of older workers continue to be stereotypically negative (Ranzijn, Carson and Winefield, 2002, 2004)[3, 4]; Steinberg, Donald, Najman and Skerman 1996[5], Steinberg, Walley, Tyman and Donald 1998)[6]. **Changes to organizational HRM** are needed in the areas of hiring, training, health and safety, performance management and retirement planning and expectations (Patrickson and Ranzijn, 2004)[7]. Patrickson and

Hartmann (1996, 1998)[8, 9] argued that many **HRM functions need to refocus** to embrace the needs and desires of older workers, to meet the labour shortfall. **HRM strategies to assist in the effective management of older workers** identified in the literature include the need to maximize the employment opportunities for older people, and reduce the ageism identified (Bennington and Calvert 1998; Bennington and Tharenou 1996, Bennington and Wein 2003)[10, 11, 12]. In addition, suggestions in the literature identified **the need to increase employment flexibility** (Arrowsmith and McGoldrick 1997[13], Avery and Zabel 2001[14], Dychtwald, Erickson and Morison 2004[15]), and to create more effective training and development opportunities, and using appropriate learning methodologies (Cully, Vandenheuvel, Curtain and Wooden 2000[16], Fuller and Unwin 2005[17], Keating 2004[18]). **The need to consider the implications of performance management issues** (especially the measurement of performance) used in managing/retaining and retiring older workers (O'Neill 1998[19], Shea 1991[20]) was also identified in the HRM literature on older workers. **Finally, remuneration systems linked to performance** are required to ensure that pay is not linked to years of experience or age, making older workers more expensive without necessarily having greater expertise.

Consequently, HRM has a role in attempting to change employers' (and likely also peers') attitudes towards older workers, both as new hires as well as current employees. Such change may include attempting to alter organizational culture to include older workers as valued employees and to hire older workers for their strengths.

The tactical focus of HRM will also need to be associated with the management of an ageing workforce, to ensure minimal shortfall of skilled workers.

Clearly, HRM has a key role in assisting organizations to effectively and strategically manage their human resources in the context of an ageing workforce. Pressures to eradicate negative bias against recruitment of older people, to provide them with training opportunities befitting their learning styles, and to ensure that performance measures reflect actual competence and not prejudicial judgements, will

increase as the ranks of the over 50s increase and their political voice becomes louder.

Based on the findings from Shacklocks' (2002)[21] research, one important possible outcome is that when Human Resource Practitioners are presented with older applicants seeking employment and other opportunities (likely more frequently in the near future), it may be expected that Human Resource Practitioners will tend to comply with some line-managers' negative stereotypical views of older workers. If Human Resource Practitioners do not comply with some managers' views and include older workers, they face the possibility of retribution. If they comply with some managers' views and ignore older workers, they potentially face both an internal moral dilemma, as well as the likely negative consequences of a labour shortfall. Therefore, one of the negative potential consequences of increased ethical dilemmas is the likely continuing exclusion of older workers from participating in the workforce.

Demographical Representation of Ageing People

India's elderly are projected to become an ever-larger share of the population.

Percent of population
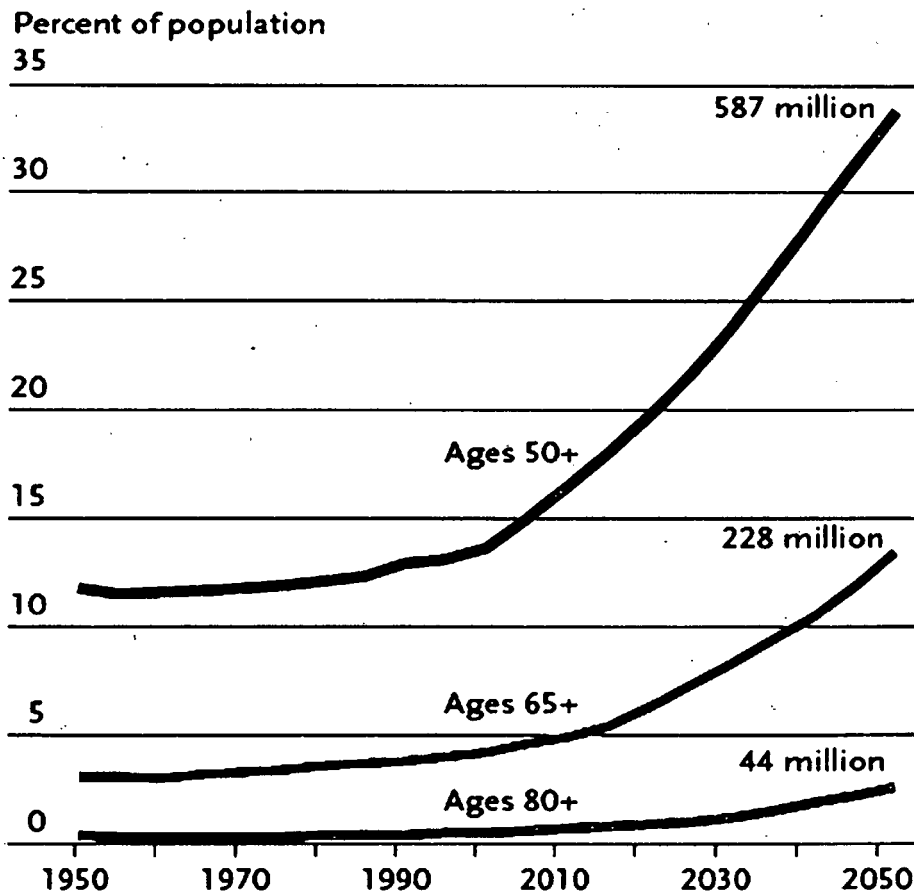
Source: United Nations Population Division, *World Population Prospects: The 2010 Revision* (New York: United Nations, 2011), accessed at http://esa.un.org/unpd/wpp/index.htm, on March 13, 2012.

Table 2.1: Percentage share of elderly population (aged 60 years & above) in total population

Source	Person	Female	Male	Rural	Urban
Census 1961	5.6	5.8	5.5	5.8	4.7
Census 1971	6.0	6.0	5.9	6.2	5.0
Census 1981*	6.5	6.6	6.4	6.8	5.4
Census 1991**	6.8	6.8	6.7	7.1	5.7
Census 2001***	7.4	7.8	7.1	7.7	67
NSO Survey 2004-05	7.2	7.5	6.9	7.3	7.0
NSSO Survey 2007-08	7.5	7.7	7.3	7.6	7.2

Table 2.2: Latest age distribution of population (2007-08)

Age (in Years)	all	Female	Male	Rural	Urban
0-4	9.7	9.5	9.9	10.2	8.2
5-9	11	10.6	11.4	11.8	9
10-14	11.4	10.9	11.9	11.9	10
15-19	9.8	9.3	10.3	9.7	10.2
20-24	8.8	9	8.5	8.3	10.2
25-29	8.1	8.5	7.7	7.8	9.1
30-34	7.5	7.9	7.1	7.3	8
35-39	7.1	7.3	6.9	6.9	7.6
40-44	6	6.2	5.8	5.8	6.5
45-49	5.5	5.4	5.5	5.3	5.9
50-54	4.1	4.1	4.1	4	4.5
55-59	3.4	3.5	3.5	3.4	3.5
60 & above	7.5	7.7	7.7	7.6	7.2
all	100	100	100	100	100

Source : NSSO Survey (2007-08)

Table 2.3: Percent Distribution of Population by Broad Age Groups, India since 1951				
Year	Age Groups			
	0-14	15-59	60+	Total
1951	38.4	56.1	5.5	100.0
1961	41.1	53.3	5.6	100.0
1971	42.0	52.0	6.0	100.0
1981	39.7	53.9	6.4	100.0
1991	37.6	55.7	6.7	100.0
2001	35.3	56.9	7.4	100.0
2011	29.0	62.7	8.2	100.0
2021	25.1	64.0	10.7	100.0

Source : Puopulation Census data for the period 1951-2001   *Projected figures

From the above diagram it has been indicated clearly that there will be a dramatically change in the ageing force. So it will be taken as a major challenge for HR people to come up with this change.

Research Methodology

Need for study: As by 2050, two billion people will be aged 60 or over, a proportion that brings with it many implications for society. The impact of this transition means that there will also be a change in the labour supply. Many industries will have to adjust either by bringing more of the youth population into its workforce or by attracting more workers from the older population segment. So in the present concerning the supply chain management of ageing workforce the perception of senior executives of the industries has been taken for their preferences regarding ageing workforce and young employees.

Objective of study: The major objective of this study is to discuss the challenge of managing ageing workforce in the changing world. In relation to that a comparative study has been done to discuss the preferences by industries in regard to ageing and young workforce.

Hypotheses of the Study:

H_0: There is no significant relation in regard to preferences regarding ageing and young workforce and its impact on talent supply chain management.

Scope of the study: The study is mainly concerned with the problem of management of ageing workforce. For that some selected retail industries of some selected cities of Haryana like Ambala, kurukshetra and Yamunanagar has been taken for study.

Research Design:

The research design used by us in the present study is Descriptive Research Design.

Data Sources:

Primary Data:

Primary data is collected with the help of questionnaire. In addition to that data is also collected with the help of telephonic interview and personal interview.

Secondary data:

Secondary data has also been used in the study which has been collected from articles published in newspapers and magazines and journals, research papers, through the case studies and from some websites.

Sample Size: Sample size is of 100 senior executives from different retail industries of selected cities of Haryana.

Tools of Analysis: In the present study statistical package SPSS is used to feed and analysis the data.

Data Analysis

Comparative Analysis of Preferences regarding ageing and young workforce on the talent supply chain management

The first objective was to identify the impact of ageing

workforce on the talent supply chain management in the changing world. The observation of the questionnaire were studied on the basis of likert scale from Strongly Agree=1, Agree=2, Neutral=3, Disagree=4, Strongly Disagree=5, hence lower the mean score, higher was the agreement towards that statement.

Table- 4.1(a): Comparative Analysis for preference regarding ageing and young workforce

Statements	F	Sig.
Older employees are less industrious than younger employees.	1.061	.306*
Older employees are less dynamic than younger employees for a job in context to the environment condition	.552	.459*
Older employees are absent more often because of age related infirmities and above average rates illness than younger employees.	.135	.714*
Older employees have an unacceptability high rate of accidents on the job than younger employees.	.004	.950*
The cost of health care benefits out weights any other possible benefits from hiring older employees than younger employees.	.129	.720*
Older people are inflexible about types of work they will perform than younger employees.	.008	.929*
Training to older employees is not easy than younger employees.	.620	.433*
Older people do not function well if constantly interrupted than younger employees.	.205	.652*

Significant at 5% level (Tabulated value .05)
Source-Survey Data

For considering the effect of ageing workforce on the talent supply chain management in changing world on eight statements were being studied and all of these statements eight statements were found to have significant impact on the talent supply chain management, which is shown in Table-1(a) as above.

Table-4.1 (b): Descriptive Mean Analysis for comparison regarding preference of Ageing and Young workforce

Statements/ Age groups	20 to 40	Above 40	Total
Older employees are less industrious than younger employees.	1.7632	2.0417	1.8300
Older employees are less dynamic than younger employees for a job in context to the environment condition	1.9868	2.2083	2.0400
Older employees are absent more often because of age related infirmities and above average rates illness than younger employees.	2.1184	2.2500	2.1500
Older employees have an unacceptability high rate of accidents on the job than younger employees.	2.3553	2.3333	2.3500
The cost of health care benefits out weights any other possible benefits from hiring older employees than younger employees.	2.6579	2.7917	2.6900
Older people are inflexible about types of work they will perform than younger employees.	2.0263	2.0000	2.0200
Training to older employees is not easy than younger employees.	2.0263	2.2917	2.0900
Older people do not function well if constantly interrupted than younger employees.	2.3684	2.2083	2.3300

It was cleared from the descriptive mean analysis table that people who are from 20 to 40 age group agree with the statements "older employees are less industrious and dynamic than younger employees". On the other hand the response of people who are above 40 is neutral towards the same statement. The younger age group of employees and old age group employees both are agree with that old age employees have more illness than younger employees. The cost of health care benefits is increased with hiring older employees, both age groups

have uncertain response towards this fact and their mean are 2.6579 and 2.7917 respectively. Not only the employees who are from 20 to 40 age group are agree (2.0263) with the statement "Training to older employees is not easy than younger employees" but also the employees who are from above 40 age group agree (2.2917). The feedback of both age group employees is neutral towards the statement "Older people do not function well if constantly interrupted than younger employees". So there is significant impact of ageing

workforce on the talent supply chain management in the changing world. Hence H_0 hypothesis is rejected.

Human Resource Challenges & Best Practices

The aging population and its workforce is likely to have numerous human resource implications over the coming years. These challenges will be in the areas of: workforce planning; retention of older workers; health, safety & ergonomic strategies; work environment strategies; as well as recruitment and training methods. In conclusion to comparative analysis of preferences regarding ageing and young workforce it has been concluded that Industries do not prefer the old people because of their less productive nature, illness less response to training and development facilities inflexibilities for works, more illness and their dynamic nature to the environment. The following section will provide an outline of these challenges as well as a conclusion in regard to the management of ageing workforce. As this issue has been a part of the global issue, so the Discussion has also been included here in this study. Following are the major challenges and best practices in regard to the ageing workforce for Human Resource Practitioners:

Workforce Planning

The retirement of the baby boomers is projected to have a large impact in all sectors of the economy, so it is essential for organizations to begin planning now to address the shortage in labour (skilled and unskilled). As various sectors have already been going through these processes and started planning, however, the limited amount of sector-specific literature on the subject seems to indicate that the aging of the workforce has not been addressed adequately to date. Workforce planning includes such things as analyzing the demographics of the workforce; reviewing retirement projections and turnover statistics; and developing strategies to meet future needs (and perhaps current needs). It has been defined as a "proactive way of determining future staffing needs based on the strategic goals and objectives of the organization, and implementing strategies to ensure that the people and competencies are in place to meet those needs." The four phases of workforce planning include: 1) setting a strategic direction; 2) workforce analysis (i.e., analysis of supply/demand projections and analysis of gaps); 3) implementation of

the workforce plan; 4) Monitoring, evaluation, and revision. All parties in the labour force have a role to play in workforce planning "whether they are workers themselves, their representatives, sectoral associations, employers, employers' associations, educational institutions or the state." So appropriate efforts should be taken in this regard.

Retention Strategies

The baby boom generation accounts for a large segment of the workforce across all sectors and, by the coming years it will be very high in India. Retention of these workers will become an important strategy in order to avoid a loss of skills, experience, and corporate knowledge. It will also be key to avoiding labour shortages. In order to retain older workers, it is important to consider the reasons why some employees decide to retire while others continue working. For instance, one of the main reasons for workers taking early retirement is to have more control over their own time. This may be for such things as health care, personal fulfillment (e.g., travel, education), or family care. The care of elderly family members, in particular, will become a much greater concern for older workers. For such reasons, it is suggested that employers provide employees with flexible work scheduling. Examples of this include part-time versus full-time work; intermittent work; contract work; job-sharing; flexible time; phased retirement; and leave options. Although there may be some difficulty in implementing flexible work scheduling, research has shown that "flexible employees may be more productive, suffer less end-of-day fatigue, and show lower absenteeism rates". However, the literature suggests that, although many employers have flexible work provisions, most are not intended to accommodate older workers. As well as flexibility in work scheduling, flexibility in the type of work given to an employee is also an important retention strategy. For example, changes in assignments or job redesign may relieve ennui and dissatisfaction with one's job. Likewise, offering opportunities for advancement may lead to greater job satisfaction and may persuade older workers to stay in the workforce. The flexibility in workplace location, such as telecommuting, is considered to be another effective human resource strategy for retaining older workers. With recent advances in technology and decreasing costs of communications, it is no longer

necessary to work from the office. Although one disadvantage of this arrangement is the inability of employers to closely monitor employees, it is thought that this problem "is probably less acute with older employees", who are seen as being more reliable. Retention of older workers will become increasingly important to Indian Industries or organizations over the next decade as a greater number of workers reach retirement age. The departure of these older workers signifies a loss of skills, experience, and knowledge. It is therefore essential that these workers be retained long enough for the transfer of their knowledge and skills to younger generations to take place (i.e., through such practices as job sharing between young and old; job-shadowing; older workers as supervisors of internships/mentorships).

Health, Safety & Ergonomic Strategies

Recent literature on aging and the workforce reveals that older workers experience physical changes that may affect their work performance if their workplace is not accommodating. Such physical changes include: loss of muscular strength and range of joint movement; decreased ability to maintain good posture and balance; reduced ability to regulate sleep; reduced vision and auditory capabilities; etc. It has been noted that a "less physically and psychologically demanding environment might help keep older workers on the job longer" and might also increase the productivity of these workers. Restructuring the workplace to accommodate older workers will therefore become increasingly important in the coming years. Some examples of such restructuring include: the reduction of physically and mentally stressful tasks; more ergonomically designed work stations; adjustable chairs and work stations; insulation from excessive noise; greater illumination; the promotion of healthy lifestyles (i.e., to increase mobility and flexibility of older workers); etc.

Work Environment Strategies/Evolution of Social Behaviour

One of the most important changes that need to take place to accommodate older workers is that of the workplace culture. Management and employees need to be educated about older workers in order to reduce harmful stereotypes and biases. Inaccurate views (such as older workers being less productive, inflexible, and

unable to learn new technologies) have traditionally created barriers for older workers in training and in employment. It has been found, for example, that there is no significant difference between the productivity of older and younger workers: "in almost every study, variations within an age group far exceed the average differences between age groups". Also, older workers generally recognize the need for training: it is employer bias that prevents them from receiving training, and thus perpetuates the stereotype of older workers being unable to adapt to new technologies. Ageism in the workplace needs to be addressed, as older workers will make up a larger proportion of the workforce in the coming years.

Recruitment Strategies

New methods of recruitment will be necessary with the increased number of older workers exiting the labour market, and a declining number of youths entering it. The environment in which employers are recruiting is likely to become more competitive as labour shortages are expected. As a result, recruitment strategies will need to become more aggressive and innovative.

It has been suggested that a good strategy for finding workers is by "recruiting from population subgroups that are relatively underexplored—fishing where the most fish are". Although most organizations have not targeted older adults as of yet, active recruitment of older workers is expected to become more common. Effective strategies include recruiting through non-traditional channels (e.g., posting notices in senior citizens centres, journals, and professional societies); developing a reputation as a good employer and recruiter of older workers; and offering flexible work arrangements that might be attractive to older adults. New strategies to recruit youth will likewise become essential. Efforts are already beginning to be made in the areas of career awareness programs and materials, coop programs and internships, and outreach programs with educational institutions. However, it is expected that greater efforts will have to be made in this area in the near future, as competition for scarce labour becomes fiercer.

Training Strategies

Much of the literature on the aging workforce reveals that barriers have often existed to older workers receiving employer-sponsored training. As also

analyzed in the current research, employer bias often restricts older employees from receiving necessary training. This, in turn, makes these workers incapable of adapting to new technologies, and in effect, becoming redundant. Investment in training is no more costly for older workers than it is for younger ones: older workers tend to have lower turnover rates and, in addition to this, the "term for return on investment in training is getting shorter". Also, contrary to popular belief, older workers also have the ability to learn new technologies as effectively as younger workers. The methods of training simply need to be adjusted to accommodate different learning patterns. This opinion will most likely become more common in the future since, "with the passage of time, the typical worker's years of formal education are rising".

References

1. Drucker, P. (2001), 'A survey of the near future', The Economist, November 3, pp. 3-22.

2. Shacklock, K. 2005. 'Shall I stay? The meaning of working to older workers in an organisational context', Submitted PhD dissertation, Griffith University, Australia.

3. Ranzijn, R., Carson, E. and Winefield, A. (2002), '"On the scrap heap at 45": Report of mature aged unemployment research 2000-2001', University of South Australia: Adelaide.

4. Ranzijn, R., Carson, E. and Winefield, A. (2004), 'Barriers to mature aged re-employment: Perceptions about desirable work-related attributes held by job-seekers and employers', International Journal of Organisational Behaviour, Vol. 8 No 7, pp. 559-570.

5. Steinberg, M., Donald, K., Najman, J. and Skerman, H. (1996), 'Attitudes of employers and employees towards older workers in a climate of antidiscrimination', Australian Journal on Ageing, Vol. 15 No 4, pp. 154-158.

6. Steinberg, M., Walley, L., Tyman, R. and Donald, K. (1998), 'Too old to work?' in Patrickson, M. and Hartmann, L., (eds), Managing an ageing workforce Business and Professional Publishing: Warriewood, NSW, pp. 53-68.

7. Patrickson, M. and Ranzijn, R. (2004), 'Bounded choices in work and retirement in Australia', Employee Relations, Vol. 26 No 4, pp. 422-432.

8. Patrickson, M. and Hartmann, L. (1996), 'Australian gender differences in preferences for early retirement', International Employment Relations Review, Vol. 2 No 1, pp. 1-19.

9. Patrickson, M. and Hartmann, L. (1998), 'Managing an ageing workforce', Business and Professional Publishing: Warriewood, NSW.

10. Bennington, L. and Calvert, B. R. (1998),

11. Bennington, L. and Tharenou, P. (1996), 'Older workers: Myths, evidence and implications', Asia Pacific Journal of Human Resources, Vol. 34 No 3, pp. 63-76.

12. Bennington, L. and Wein, R. (2003), 'Does the resume open the door to age discrimination for older workers?' Australasian Journal on Ageing, Vol. 22 No 2, pp. 70-75.

13. Arrowsmith, J. and McGoldrick, A. E. (1997), 'A flexible future for older workers?' Personnel Review, Vol. 26 No 4, pp. 258-273.

14. Avery, C. and Zabel, D. (2001), 'The flexible workplace: A sourcebook of information and research', Quorum Books: Westport, Connecticut.

15. Dychtwald, K., Erickson, T. and Morison, B. (2004), 'It's time to retire retirement', Harvard Business Review, Vol. 82 No 3, pp. 48-57.

16. Cully, M., Vandenheuvel, A., Curtain, R. and Wooden, M. (2000), 'Participation in, and barriers to, training: The experience of older adults', Australasian Journal on Ageing, Vol. 19 No 4, pp. 172-179.

17. Fuller, A. and Unwin, L. (2005), 'Older and wiser?: Workplace learning from the perspective of experienced employees', International Journal of Lifelong Education, Vol. 24 No 1, pp. 21-39.

18. Keating, M. (2004), 'Increasing labour force participation, Australia's ageing population: Fiscal, labour market and social implications', Committee for Economic Development of Australia, pp. 66-74.

19. O'Neill, G. L. (1998), 'Managing performance and remuneration', in Patrickson, M. and Hartmann, L., (eds), Managing an ageing workforce Business and Professional Publishing: Warriewood. NSW, pp. 170-179.

20. Shea, G. F. (1991), 'Managing older employees', Jossey-Bass: San Francisco.

21. Shacklock, A. 2002. 'Ethical decision-making and human resource management in the Australian public sector', Unpublished PhD thesis, Griffith University, Australia.

22. Fisher, C. (1999), 'Ethical stances: the perceptions of accountancy and HR specialists of ethical conundrums at work', Business Ethics: A European Review, Vol. 6 No 4, pp. 236-248.

23. Fisher, C. (2000), 'The ethics of inactivity: Human Resource Managers and Quietism', 3rd Conference on Ethics and Contemporary Human Resource Management: Towards a human centred organisation: London.

24. Legge, K. (1995a), 'Rhetorics, Reality and Hidden Agendas', in Storey, J., (ed.).^(eds), Human Resource Management: A critical text Routledge: London, pp. 33-51.

'Antidiscrimination legislation and HRM practice', in Patrickson, M. and Hartmann, L., (eds), Managing an ageing workforce Business and Professional Publishing: Warriewood. NSW, pp. 136-153.

25. Legge, K. (1995b), 'Human Resource Management : Rhetoric and realities', Macmillan: Basingstoke.

26. Miller, P. (1996), 'Strategy and the ethical management of human resources', Human Resource Management Journal, Vol. 6 pp. 5-18.

27. Encel, S. and Studencki, H. (2004), 'Older workers: Can they succeed in the job market?' Australasian Journal on Ageing, Vol. 23 No 1, pp. 33-37.

28. Taylor, P. and Walker, A. (1998), 'Policies and practices towards older workers: A framework for comparative research', Human Resource Management Journal, Vol. 8 No 3, pp. 61-76.

29. Yeats, D., Folts, W. and Knapp, J. (2000), 'Older workers' adaptation to a changing workplace: Employment issues for the 21st Century', Educational Gerontology, Vol. 26 No 6, pp. 565-582.