

An Exploration of Managers' Intention to Retain Older Employees in Libya Corporate Sectors

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Abstract

This study explored the Managers' Intention to Retain Older Employees in Libya Corporate Sectors. The survey analysed the intention of managers to absorb older employees in an establishment through observed behaviours and actions. Thus, the research employed the Model of Planned Behaviour (MPB). 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, stereotypical outlooks of the abilities of some clusters of workers for instance older employees can have unjustified effect over the possibility that people without jobs will flourish in getting new work through employment interviews. Hence, this research will unequivocally contribute to the knowledge development of Managers' Intention to Retain Older Employees in Numerous Corporate Sectors.

Keywords: Manager's intention, older employees and corporate sector

1. Introduction

Patterns of job allocation have been a reflection of social nature of labor. No matter what the measure is, 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 (DeArmond et al., 2006; Rupp et al., 2006; Johnson, 2007; Furunes and Mykletun, 2007; Bennington and Wein, 2008; Posthuma and Campion, 2009; Rabl, 2010; Kunze et al., 2011). It was found that the managers' attitudes and stereotypes can be either negative or positive stereotypes towards older employees (Duncan and Loretto, 2004; Johnson, 2007; Furunes and Mykletun, 2007; Nilsson, 2011; Mohamed et al., 2015; Habtoor, 2015; Ramadan et al., 2015; 2015; Mokhtar et al., 2015; Habtoor, 2016; Etlesh et al., 2016; Tabouli et al., 2016; Ramadan et al., 2016; Mokhtar et al., 2017; HMR Salah et al., 2017; RMM Saleh et al., 2018; Al-Ali et al., 2019; THA Ismail et al., 2019; Salama et al., 2019; Habtoor, 2019; Salama et al., 2020; .

Most stereotypes described negative characteristics about older employees (DeArmond et al., 2006; Rabl, 2010; Tabouli et al., 2016). For example, older employees were less flexible (Qu and Cheng, 1996; Nilsson, 2011; Mokhtar et al., 2015), less productive (Posthuma and Campion, 2009; Lovász and Rigó, 2012; HMR Salah et al., 2015; Habtoor, 2016), less motivated (Rabl, 2010; Al-Hammali et al., 2017), less healthy and susceptible to illness (Machnes, 1992), less adaptable to changes (DeArmond et al., 2006; Habtoor, 2018), problems accepting new technology (Nilsson, 2011) and less trainable (Zwick et al., 2011; Habtoor et al., 2016) as compared to younger employees. Notably, older employees seem to be undervalued in corporate environment. It seems that negative stereotypes and age discrimination take 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. The study stated that the common factors have driven managers' intention in retaining older employees because older employees were having more knowledge through their working experiences, they were able to deal with new employees and clients efficiently and they were able to produce accurate decision-making better than younger employees. In addition, the author found that approximately more than 90% older employees were eager to learn new skills and gain new knowledge particularly related to their job tasks. Also, a study by Zacher et al., (2010) revealed that older employees showed better work performance because they were highly motivated and they took the job task seriously than the younger ones. Study done by Liu et al., (2012) pointed out that older employees were more likely to show interest to engage with training as long as there is social support and career aspiration involves in.

2. Implications of the Study

The key potential benefits and implications of this study is to promote good managerial attitude and perception towards older employees who contributed their wealth of experience and expertise in the development and performance of corporate sector in Libya and its effect on managers' intention to retain them in the organizations. Hence, this study offers significant value to predict the meaning of employment to older employees in the near future. Also, the study is considered beneficial to human resource managers and corporate organizations to generate evidence on actual managerial characters and reflect whether such managers' attitudes, perceptions and perceived behaviors are fair and favorable towards older employees in Libya corporate sector. Besides, the implications of these findings include the need for new strategies in managing older employees in general. The managers need to have the right strategy at the right time that enables him to handle the speed of change and address older employees' issues creatively. Moreover, this study will be helpful to corporate organization to re-orientate the managers about the issues of age discrimination and negative stereotypes as well as its effect on the retention of older employees in corporate sector in Libya. The findings will be useful for researchers to study why discrimination and stereotypes against old aged employees are still continue to exist, if any. In this way, it could provide some insight to better understand the phenomenon of age stereotyping or ageism in the organizational setting.

However, the scope and scale of the studies of age-related employees in workforces are many. This study only focuses on managers' attitudes, perceptions and perceived behaviors on the intention to retain older employees in corporate sector in Libya. These attitudes, perceptions and perceived behaviors to evidence on actual managerial practices in corporate sector in Libya, to better assess the retention of the older employees the managers attitudes and perceptions will be as a result of various factors which include; Behavioral belief (Productivity and performance, Health/sickness absence), Normative belief (Reliability, Commitment, Loyalty) and Control belief (Adaptability, Social interaction, Training) among the older employees. Hence, the study will bring an imminent to possible real condition of current managerial practice towards current employees in corporate sector in Libya. Besides, the issues of age discrimination and age stereotypes are explored and taken into serious matters. The survey questionnaires related to this matter will be distributed to managers in corporate sector in Libya such as manufacturing, oil and service, banking industries, construction and telecommunication companies. The study can then be declared as whether older employees meet the managerial goals and to what extent.

3. Literature Review

The concept of ageing refers to 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 (Matos, 2012; Habtoor, 2020) and also known as a stage of plateau in late life (Greer, 2012). 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 aged 40 and above (Ng and Feldman, 2008; Ng and Feldman, 2009). The legal aspect of age employment act, similar to Ng and Feldman, (2008), Robson et al., (2006) also defined older employees as individual age 40 and more. In many studies, older employee refers to those who are aged 55 and above (James, 2007; Mohren et al., 2010; Staubli et al., 2011 Ramadan & Habtoor, 2015). 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 & Choi, 2011) Public organization aims to enable increasing economic growth and to end poverty, however, the corruption, reduces revenue and it increases illegal public expenditure. More and more countries have focused on the use of ICT in its activities to strengthen its reform process with transparency as a necessary ingredient of good financial governance (Ameen et al., 2020, 2019c, 2019a, 2019b, 2018; Ameen and Ahmad, 2013a, 2012, 2011). Aging can affects older employees in many ways which include working memory, competency and work adjustment (Iun and Huang, 2007; Al-Awlaqi et al., 2018). 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 studies, 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, 2012) such as public sector (Perkins et al., 2007; Staubli et al., 2011), private sector (Heywood, 2010; Göbel and Zwick, 2012; Kampelmann & Rycx, 2012; Salama et al., 2019) and corporate sector (Adler and Hilber, 2009; Fenwick, 2012; Jalal & Younis, 2012; MMK Mohamed et al., 2016). Older employees serve as part of human capital in enhancing economic development (Newman, 2011). In this study, older employees can be defined as employees who aged between 50 and above and who have gone through changes in terms of psychological 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 & Ngan, 1999; Bennington & Wein, 2003; Rabl, 2010; Cheung et al., 2011; Chou & Choi, 2011; Kunze et al., 2011; Messe, 2012), age stereotypes (Porcellato et al., 2010; Cheung et al., 2011; Krings et al., 2011) and age-related psychological factors (Stamov-Roßnagel & Hertel, 2010; Shacklock & Brunetto, 2011; Bal & Smit, 2012; Messe, 2012) as well as the employability of older employees in the organizations (Jones, 2009; López-Sánchez, 2010, Cardoso et al., 2011; Luchman et al., 2012; Mahlberg et al., 2012; Salama et al., 2020).

In the United States, Popkin et al., (2008) reviewed 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, physically active and higher 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. In most contemporary organizations, adopting technology is not only uses ICT to fill up some forms and records but rather it is also a tool that performs the process of identification, accumulation, analysis, measurement, preparation, interpretation and communication of the information used by management to plan (Ameen and Ahmad, 2014, 2013b, 2011). It is used in evaluating and controlling within an organization and to assure appropriate use and accountability for their resources (Ameen and Ahmad, 2013a, 2012, 2011)(Al-Obthani and Ameen, 2019a; Albreiki et al., 2019; Alfalasi et al., 2020; Alghawi et al., 2019; Alshamsi, Rashed Ameen and Isaa, 2020; AlShamsi et al., 2020; Ameen et al., 2020).

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.

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.

In Netherlands, a study by Bal et al., (2010), investigated "the role of future time perspective" in post-retirement among 176 older employees. They proposed theoretical model which consists of several components related to employer contract fulfilment and older employees' role obligations. Findings revealed that older employees' obligations towards organizations resulted in more chances to employer contract fulfilment. In other words, it seems practical to post retirement or retain of older employees who were showing high future time perspective by displaying characteristics such as obligations to contribute positive outcomes and economic and socio-emotional fulfilment to organizations. Besides, the study also stressed that the role of managers and organizations to motivate older employees with low future time perspective in order to enhance organizational performance towards openness to any possibility. In different study but also in Netherlands, Van der Heijden et al., (2009) measured the effects of age on employability towards career success in building material company by using the employability model. The model consists of supervisor-rated and self-rated employability predictors towards promotion and income(Al-Obthani and Ameen, 2019b; Alameri et al., 2019; Haddad et al., 2020; Sudhana et al., 2020; Yazeed Alkatheeri, Ali Ameen, Osama Isaac, Ahmed Hamoud Al-Shibami, 2020). They only found that self-rated employability of older employees associated with promotions and career success. In Sweden, age management practice has been introduced by the Swedish government to increase work ability of older employees. The age management practices such as training and management support showed positive outcomes on work ability and knowledge capability among older employees (Skoglund and Skoglund, 2005). Also, Phased retirement has been introduced to create chances for high performance of older employees to remain in workforce

through reduction of working time and workloads gradually. By doing this, it creates mutual benefits to organization and older employees in a way that organization has time to find replacement and older employees would be able to enjoy their employability respectively. Overall, older employees found that phased retirements were flexible enough and it is a good opportunity approach. It seems employers also encourage phased retirement for high performance older employees due to that they were motivated in a respect to job task with minimum supervision (Hutchens, 2010). The use of IT provides usefulness to organizations in various ways (Rizutto, 2011). Interestingly, although, the author found that older employees showed more positive responds towards the use of IT, older employees were disappointed due to the fact that they received dearth of support in terms of skills and experiences from organizations than younger employees. Hence, negative belief about their capability needs to be changed and organizations need to show some support towards them in order to sustain IT innovativeness.

4. Overview of Older Employees in Middle East

A few studies about older employees in workforce has been carried out in Middle East (Sheikha & Younis, 2006; Sidani et al., 2009; Ababaneh, 2010; Özcan et al., 2011; Al-Barani, 2020). In public hospitals, Jordan, according to 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 field and public libraries in Jordan. Notably, older employees communicate less with other employees, less understanding about the job task and supervisors were unable to identify job relevant for older employees due to high absenteeism rate among them. In Turkey, older employees were highly valued in health sector. They were protected from negative stereotypes and discriminations. The 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 that 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.

5. Older Employees in Workforce

The benefits of older employees in organizations and firms have been reported in previous studies (Adler and Hilber, 2009; Rizzuto, 2011; Shacklock & Brunetto, 2011; Stamov-Roßnagel & Hertel, 2010; Bal & Smit, 2012; Goodwin & O'Connor, 2012; Fenwick, 2012). Most of the studies revealed the older employees were committed and dedicated at work. Besides, older employees also enhance the corporate sector by increasing competitive advantage in terms of human capital (Weller, 2007), skills (Shacklock & Brunetto, 2011), productivity (Mahlberg et al., 2012) and work experiences (Luchman et al., 2012). Nevertheless, the enthusiasm among researchers to study the age-related studies in terms of retention and employability of older employees has never been decreased. However, a study done by Buyens et al., (2009) discovered employers' perceptions towards both blue-collar and white-collar older employees (age more than 40 years) in various sectors such as industrial, service, agricultural and public sectors. They exposed that older age showed adequate maturity in experience and skills which influences work performance

In a study by Adler and Hilber, (2009), older employees were positively associated with hiring pattern and workforce participation. They evaluated the older employees aged between 55 to 64 years hiring pattern in 20 various industries in United States. They found that there was significant higher hiring rate among older employees due to several factors such as low wage rates, replacement turnover employees and hiring need for company sustenance. The study also revealed that employers felt more comfortable to hire older employees than younger employees due to the fact that they are highly experienced in both work knowledge and talent. Besides, older employees' valuable skill is highly preferred in many growth industries as investment choice for better industrial performance. Stamov-Roßnagel and Hertel, (2010) stated that the advantages of older employees at workplace are; they were highly motivated, well-equipped with skills and task-specific self-regulation which delivers positive impacts to work performance level.

Recent findings by Rizutto, (2011) documented the effects of age differences between older employees and younger employees towards the satisfaction with information technology (IT) implementation. Surprisingly, the negative stereotypes towards older employees' acceptance towards technology proved otherwise. The author found that older employees were more likely to engage and participate towards IT implementation than younger employees. The study suggested IT implementation is not affected by age factor but attitudes towards it.

Shacklock and Brunetto, (2011) studies the factors driven older employees' intentions (50 years and above) to continue in employment by using 3 types of instrumentations i.e., cross-sectional, survey-based and self-report data in public sector in Queensland, United States. They found that older employees preferred to remain employability because they are very passionate and showed positive attachment towards their work. Besides, they

know how important the job tasks need to be done and able to perform good interpersonal relationships with others. The study clearly showed that the older employees do not work in order to accommodate their interest. Their passion and interest towards work may enhance competitive advantages in labor market.

However, study done by Bal and Smit, (2012), measured psychological aspects of older and younger employees in many sectors in Netherlands. The results showed that older employees were more stable emotionally in terms of contract breach than younger aged employees. In addition, older employees were more likely to avoid negative emotions towards their work task resulting positive work outcomes. Hence, in a different study by Goodwin and O'Connor, (2012), they identified the correlation between age factors with education and skills in workforce. They revealed that older employees were more experience, reliable, loyal and more sensible prospect of works (89.5%, 80%, 73% and 65% respectively) than younger employees.

A recent study by Fenwick, (2012) evaluated the intention of learning among older employees by interviewing older professional employees aged 50 and above in Canada. It has been noted that the good structure of learning, the need of knowledge to perform the job tasks and high demands on multi-skilled ability are considered the driven factors why older employees willing to participate in learning. Besides, the study also found that they were very self-determined to gain new knowledge. The concept of training has been introduced to older age employees in order to improve their motivation and self-efficacy towards organizations (Liu et al., 2012). They found that social support is a key component to encourage older employees to participate in training. Older employees may have low self-esteem towards training but with proper support by managers, peers and organizations, they can achieve positivity.

6. Negative Stereotypes towards Older Employees

Most of the age-discrimination and negative stereotypes studies are directed towards older employees. Numerous studies have revealed the factors lead to negative stereotypes towards the employment of older employees (Chiu et al., 2001; Bhaskar et al., 2003; Cooke, 2006; DeArmond et al., 2006; Martin & Gardiner, 2007; Weller, 2007; Porcellato et al., 2010; Rabl, 2010; Chou & Choi, 2011; Canduela et al., 2012). Generally, the studies found that discrimination and negative stereotypes affected older employees' work motivation. For instance, it has been reported that many European organizations do not practice promotion and development strategies on older employees due to age-related stereotypes. However, legislation has made this conduct illegal to exclude potential employees due to age factor (Holbeche, 2009).

In past research, Chiu et al., (2001) found that there were more negative belief and higher unfairness towards the employment of older employees in Hong Kong than older employees in United Kingdom. In Hong Kong, older employees were stereotyped as less effective and less trainable than younger employees. Besides, majority of the respondents view discrimination started at age 43 and 47 in Hong Kong and UK respectively. The study stressed out that high level of age-related discrimination existed among older employees in Hong Kong cannot be underestimated. Therefore, better employment policy to overcome this matter is needed. A study also showed that older employees were very slow and less adaptive to changes in terms of the use of technology, social and cultural adaptability than younger aged employees in general. Notably, these negative characteristics lead to negative stereotypes about older employees especially among younger employees. Study suggested that more future research on stereotypes in respect to adaptability need to be done (DeArmond et al., 2006). Martin and Gardiner, (2007) studied the factors contributed to age discrimination in hospitality sector in United Kingdom. Results showed that attitudes (negative stereotypes) and employment policy (employment legislation) were the reasons led to discrimination towards older employees. Cooke, (2006) also noted that employment policy unable to support higher employment rate for older employees which results more unfairness towards them. However, previous study by Porcellato et al., (2010) revealed older employees' voices in workforce in North West of England. The survey exposed negative stereotypes about older employees such as susceptible to health problems, mental stress, out-of-date work skills, refused to be trained, computer and technology illiterate. Therefore, managers' decision had driven by negative stereotypes which results in discrimination towards older employees. The author also provided age discrimination practice by one respondent; "Like I know for a fact that when I was a manager and I was looking to recruit people, the recruitment procedure was that HR would send out an advertisement, you'd come back, HR would get the CVs, and if they were over 45 I wouldn't even see the CV. It wouldn't even come to me.-Male employed fulltime" (Porcellato et al., 2010; p.96)

In a study by Rabl (2010), he analyzed the relationship between age-discrimination and organizational support enterprises towards older and younger aged employees (aged 50-64 years and aged 30-40 years respectively) in six large firms in Germany. The results showed that the common stereotypes about older employees are; they lack work motivation which has resulted lack of organizational support towards them. In the United States, Chou and Choi, (2011) noted that age discrimination towards older employees are more often occur among older male employee whose age are more than 50 years old with low education level. It was found that, they have to work longer hours with low wage payment. Hence, the study revealed the age-discrimination among older employees in United States fall at serious level.

In Taiwan, Lu et al., (2012) discovered the intention of older employees to retain in the workforce, attitudes and challenges pertaining to this matter. Results revealed that the evidence of negative stereotypes about older employee with low work ability proved otherwise. Overall, the study found that older employees intend to continue working for more than 60 years. Besides, the study showed that money is not their intention to stay in workforce but it is more likely due to psychosocial factors. In Britain workforce, a study done by Canduela et al., (2012) found that older employees were less likely to involve in training. The condition worsens especially among older employees whose age are more than 50 years because they completely refused to participate in training offered by managers. Hence, employers hold negative stereotypes about older employees and decided to completely exclude older employees from training. Therefore, managers could save time and cost on training investments for older employees.

7. *Manager's Attitudes towards Older Employees*

Prior studies carried out to evaluate the managerial attitudes towards older employees have found that managerial attitudes towards older employees can be either positive or negative. (Taylor & Walker, 1998; Magd, 2003; Furunes & Mykletun, 2005; Furunes & Mykletun, 2007; Henkens et al., 2009; Van Dalen et al., 2009; Heywood et al., 2010; Cheung, 2011; Nillson, 2011; Cooper, 2012). Also, a study by Qu and Cheng, (1996) analyzed managerial attitudes and perceptions towards older employees who worked in 26 hotels in Hong Kong. They discovered that approximately more than 83% managers showed significant positive attitudes towards older employees within tourism sector. It has been found that the main factor that lead to managerial positive attitudes towards them are due to the fact that they were more stable and loyal to their work. Besides, the study also found that they were dedicated, accountable and had good communication skills with colleagues and customers. However, in terms of adopting new changes in job task, managers were disagreed with the positive attitudes of older employees. Managers described that older employees were difficult to train and refuse to change. The authors concluded that although, older employees showed weaknesses within the sector; they also developed positive outcomes especially in their work performance. Hence, managers should employ older employees for better understanding of their character and behaviors in real situation.

In Scotland, Magd, (2003) studied the managers' attitudes towards the employment of older employees in both "small and medium size" hospitality sectors. The findings revealed that there were perceived advantages and disadvantages of the employment of older employees in hospitality sector. It has been estimated more than 80% managers positive attitudes towards older employees because they were more likely to have fewer accidents, positive learning ability as much as younger employees, highly motivated, very disciplined and showed job satisfaction. In terms of perceived disadvantages; older employees were more costly to be employed, refused to change, slow to adapt with changes and difficult to cope with new technology. Generally, the study noted that there is no age stereotypes existed and older employees were valued in hospitality industry. Hence, a study done by Furunes and Mykletun, (2005), documented the managers' perceptions towards older employees in hospitality sector (hotel and restaurant) in Norway using qualitative measurement. Although older employees were more prone to illness and higher absence rate, but there were highly valued in terms of competency than younger employees. It has been found that the ability of older employees to complete job task efficiently, more work experience, higher moral, higher productivity and loyalty are the main factors mangers preferred them to stay compared to younger employees. It is clear that older employees were more favored and contributed positive work outcomes in the hospitality sector in Norway.

Van Dalen et al., (2009) evaluated managers' attitudes and actions towards older employees in four European countries (Greece, Spain, Netherlands and United Kingdom) using productivity and cost distributions as predictors. The findings revealed that the managers view older employees as a valuable asset for positive economic outcomes in United Kingdom and as a burden due to labor cost in Greece, Spain, and the Netherlands. Hence, UK managers were more likely to retain older employees within organization than other European managers. In another study by Henkens et al., (2009), managers were having negative attitudes towards retaining older employees in Netherland multinational companies. Older employees showed higher absenteeism rate and poor health conditions. These factors led to managers' negative attitudes to accept and prolong employment rate of older employees. Managers only showed concerned to retain older employees due to fear of losing priceless knowledge and experiences. However, most managers preferred not to retain older employees within organizations.

In Germany, a study done by Heywood et al., (2010) surveyed on managers' attitudes towards the employment of older employees aged more than 50 years in various sectors excluding non-profit, public sector and agricultural and forestry sectors. The findings showed that most of employees refused to hire older employees due to skills obsolescence. In Hong Kong, Cheung et al., (2011) conducted an analysis on managers' perceptions from all industries through interview and questionnaire methods. They evaluated managers' perceptions on age discrimination and stereotypes about older employees and organizational aspirations. Results showed that less chance for job promotion, reluctant to hire older employees, older employees did not meet managers' expectations and excessive workloads for older employees are mainly the discriminations done by managers. The study also

found managers' negative point of view towards older employees such as older employees were having difficulty to cope with the new jobs and slow in learning are common negative stereotypes towards them.

8. Factors Influencing Manager's Intention to Retain Older Employees Behavioral Belief

- Attitudes/ belief

Ajzen (1991) defined attitude variable as the degree to which a person favors a particular behavior being studied. Many studies evaluated older employees' work performance (Zacher et al., 2010; Streb & Gellert, 2011) and health condition (O'Brien & Hayden, 2008) in general. However, not many studies have evaluated managerial attitudes against older employees particularly impact on work performance (Qua & Cheng, 1996; Furunes & Mykletun, 2005; Peterson & Spiker, 2005; Johnson, 2007; Furunes & Mykletun, 2007; Iun & Huang, 2007) and health condition (van Oorschot & Jensen, 2009). Overall, as the productivity or work performance and good health as well as low absenteeism increase, managerial attitude toward intention to retain older employees is likely to become more positive.

- Productivity/ work performance

The employment and retaining older employees depend on managers' belief, attitudes and willingness. Managers preferred to retain older employees if they believe that older employees perform better than younger employees (Johnson, 2007). A study done by Munnell et al., (2006) reported the evaluation of productivity in terms of knowledge, dealing with customers, learning ability and health factor among older employees by analyzing four hundred managerial attitudes in private sector in the United States. The results showed that older employees were more productive particularly in terms of knowledge about the job tasks and dealing with customers. However, it has been estimated that more than 40% managers sees older employees more expensive than younger employees. Overall the survey revealed that only one thirds of the managers favored the employment of older employees. Notably, managers perceived negative chances of retaining the employment if older employees' productivity is declining. In Denmark and Netherlands, the study by van Oorschot and Jensen, (2009) found that managers hesitant in retaining older employees due to dissatisfaction with their productivity and work performance. The study described that the managers see older employees as less productive and faced many health complications. One of the positive factors managers' positive attitudes in retaining older employees is the work skills and abilities of older employees (Heywood et al., 2010). According to Peterson and Spiker, (2005), retaining older employees seem beneficial to the firms since they have the most valuable knowledge than younger employees. Besides, Zacher et al., (2010) found that older employees were more focus, more motivated and more serious with the job tasks resulting better work outcomes than younger employees.

In different study by Armstrong-Stassen and Cattaneo (2010) measured managers' point of view on either retaining or vice versa against older employees for downsizing organizational practices. They found that managers were less likely to retain them due to skill and knowledge obsolescence and low competency. Hence, managers refuse and reluctant to keep older employees in the firms. In Norway, recent study by Solem, (2012) evaluated manager's attitudes in terms of cognitive (belief), affective (preference) and behavioral components (to recruit, retain or vice versa) towards older employees in both public and private sector when financially crisis occurred. Managers were preferred in retaining older employees due to productivity and economic development in general. It was found that managers showed more positive behavior towards older employees due to the importance of older employees in respect to work performance and economic improvement during economic-declination. The author concluded that the effect of economic-declination lead to the changes in the behavioral among managers towards positive behavior towards older employees.

A study done by Conen, (2012) viewed the retention of older employees in eight European countries by measuring managers' attitudes and behaviors. The results found that older employees showed high productivity level but retention level were low due to labor cost. The author mentioned that managers suggested that work incentives and retirement has to be combined in order to retain older employees. Generally, retaining older employees depends on how managers perceived and responded towards them especially productivity and competitive advantages matters. Notably, older employees will be more productive if the managers' value and support them within the organization. Hence, it has been suggested that managers should know how to tackle and manage older employees because they serve as human capital in aging workforce (Peterson and Spiker, 2005).

- Health-related factor and Absenteeism rate

Several studies have revealed the association between health-related factors and retention of older employees (Austin and Droussiotis, 2004; O'Brien and Hayden, 2008; Moore, 2009; van Oorschot and Jensen, 2009; Frerichs et al., 2012). The variation of retaining older employees in respect to health-related factor depends on managerial attitudes perceived that matter in general.

It was found that older employees with more mental and physical inability indicate decreased in work performance (Streb and Gellert, 2011). Most of older employees lose their job due to health-related problems such as low physical ability and unstable mental health (Gallo et al., 2000). In Cyprus, Austin and Droussiotis, (2004) exposed a case of thirteen years of working experience of older employee who took oral permission for three weeks absence from a new manager and sadly, he was fired once he returned back. In a different case, an older

employee took a sick leave and as soon as she returned, she appointed to a lower position with half of her income. Hence, the study had revealed serious negative attitudes and practices among Cyprus managers towards older employees.

In contrast, Moore, (2009) found that managers were more supportive towards older employees in terms of sickness absence than younger employees. The authors stated that managers were having positive belief that they were more trustworthy and favored in the organizations than younger employees. Hence, a study done by O'Brien and Hayden, (2008) showed that in order to retain and overcome the high rate of health-related factor among older employees, flexible work option has been introduced to them. The authors pointed out that the flexible working arrangement offered by managers who recognized the importance of older employees whom they see as qualified, highly experience and to be critical in future professional investment within the organization. Managers were more likely to offer flexible working hours than losing valuable and profitable older employees. Thus, the retention of older employees was not fully depending on absenteeism factor but more towards performance and productivity factors.

Nygård et al., (2005) studied the relationship between work ability and absence due to illness by analyzing 856 employees both older and younger in food industry in Finland. Overall, the study mentioned that low work ability was related with high rate of sickness absence. Surprisingly, their results exposed that younger employees especially showed blue collar and female employees showed higher sickness absence than older employees. The study was unable to explain the reason why this sickness absence pattern was seen higher among younger employees. Also, recent study by van Oorschot and Jensen, (2009) analyzed the issues of retention of older employees by analyzing Danish and Dutch managers' pushing and pulling factors in retaining older employees. They found that managers have completely unfavorable view to retain older employees in any conditions. The pulling factors to retain older employees due to more prone to illness, higher rate of work absence and low productivity. Although sickness absence is highly occurred among older employees, organizations prefer to retain them due to work experiences and valuable work skills (Frerichs et al., 2012). High level of absenteeism among older employees has resulted in age management policy implementation in European countries. Generally, the age management policy offered flexible working practice, health and safety conduct as well as health protection in order to reduce the rate of absenteeism and to retain them in the organizations.

Normative Belief

- Reliability

Work reliability has been found to be a predictor of retaining older employees through managers' support and recommendation (Clarke and Patrickson, 2008). Reliability is closely associated with commitment and loyalty of employees to the organizations. Commonly, older employees were more reliable than younger employees (McGregor and Gray, 2002; Henkens, 2005; Bal et al., 2011). For instance, a study by Heywood et al., (2010) pointed out that managers preferred to retain older employees who were more reliable in terms of good conduct and attitudes towards organization.

- Commitment

It has been noted that the key job attitude is commitment. Older employees were more likely to continue working in any conditions due to strong commitment towards organizations. Besides, they able to perform well as much as younger employees when they committed and emotionally bound to the organization (Iun and Huang, 2007). Managers were willing to sustain the employment of older employees if they see how committed they are towards their organization (Henkens, 2005). The author discovered that older employees who were less committed led to managerial negative belief which may result in low retention. The willingness of managers to retain older employees depends on psychological connection between both of them (Ng and Feldman, 2007). The authors pointed out that managers who were having positive relationship with older employees in respect to work experience, they were likely to retain them. The willingness of managers in retaining them were more likely increased their commitment to their managers which has resulted in willingness to work extra time and perform better work performance.

Yucel and Bektas, (2012) pointed out that commitment to work is derived from job satisfaction. A study by Claes and De Ven, (2008) analyzed Dutch and Swedish employees (both younger and older employees) on "commitment and job satisfaction" by measuring the variables such as skill level, fairness, job insecurity and organizational commitment. It was found that older employees were more committed and satisfied with their employment towards organization than younger employees. However, the fairness scores showed lower among older employees due to the insecure felt by older employees whether managers will retain them in the organizations or vice versa than younger employees. A study done by Clarke and Patrickson, (2008) highlighted that managers have fully authority either to retain older employees or vice versa. It depends on older employee's enthusiasm and reliability towards the organizations. The results identified that older employees who were committed by displaying higher level of job satisfaction, loyalty and developing good psychological contracts serve as the common reasons for managers to retain them. Interestingly, a study by Davies and Cartwright, (2011) found that older employees with high commitment to work were more likely preferred to retire early than stay in the

organizations. The study stated that managers felt that they might be having different interest which has resulted to early retirement.

- Loyalty

Previous studies have mentioned that loyalty is the one of common predictors to determine managerial intention to retain older employees employment (Furunes and Mykletun, 2005; Hewitt, 2009; Parry and Tyson, 2009; Goodwin and O'Connor, 2012). Usually, older employees who were loyal led to higher retention than those who were not (Furunes and Mykletun, 2005; Posthuma and Campion, 2009; Goodwin and O'Connor, 2012). According to Peterson and Spiker, (2005), managers believe that retention of valuable older employees is very important in order to sustain and improve organization development. It was found that loyal older employees often see organization as priority than other aspects which has resulted increased productivity and human capital.

The perceptions of managers play a strong role in retention and employment practices. In a study done by Furunes and Mykletun, (2005) measured the retention practice of older employees by analyzing managers perceptions on older employees loyalty. It was found that older employees proved their loyalty to their managers by showing “dying race.” They compete well within the team work in order to show dedication to their managers and organizations. The study also found that managers were more pleased with older employees’ loyalty which has resulted improve in the retention intention towards them. Also, a study done by Posthuma and Campion, (2009) recognized that older employees were more loyal, trustworthy and committed to the workplace but managers who have negative perceptions about them are the factors leading to low retention for older employees in the firms. Therefore, the study suggested that managers should make rational decisions, more responsible and identify the positive characteristics in terms of retention practices regardless their age factor.

In a different study by Felstead, (2010), they described that older employee were very loyal and responsible to their managers but they have several disadvantages in respect to quality of work, skills, refuse to train and low learning motivation. Therefore, it is better for managers to encourage older employees towards early retirement rather than retaining them because they displayed more harmful effects to the organizations. However, Goodwin and O'Connor, (2012) highlighted that the older employees characteristics such as very reliable, high work experience and very loyal result to high retention of older employees in workforce. It has been estimated that approximately managers believe that older employees were more reliable and loyal (80% and 73% respectively) than younger employees. The authors illustrated the positive perceptions towards older employees in respect to loyalty characteristic as follows; “The older, the older type of person you know will, even if they’ve got a bit of a cold they’ll come, they’ll turn up they’ll keep their deadlines. They’ll know, they won’t just sort of go sick for no reason at all. I think they are more reliable as you get older, you’re more conscious of you know performing” (Goodwin and O'Connor, 2012; p. 561).

- Morality

The word “morality” comes from the Latin word *moralitas* meaning “manner, character, and proper behavior”. Generally, Morality refers to a code of conduct, which an individual, group or society hold as authoritative, in differentiating right from wrong. Such an ideal code of conduct is often embraced in preference to other alternatives. Islam as a complete way of life comprises a comprehensive moral system that is an important aspect of its world-view. We live in an age where good and evil are often looked at as relative concepts. Islam however, holds that moral positions are not relative, and instead, defines a universal standard by which actions may be deemed moral or immoral. Islam’s moral system is striking in that it not only defines morality, but also guides the human race in how to achieve it, at both an individual as well as a collective level. From an Islamic perspective, the purpose of human life is to worship God, by leading this worldly life in harmony with the Divine Will, and thereby achieve peace in this world, and everlasting success in the life of the hereafter. Muslims look to the Glorious Qur’an and the Traditions of the Prophet as their moral guides.

The Glorious Qur’an says: “the things that my Lord hath indeed forbidden are: shameful deeds, whether open or secret; sins and trespasses against truth or reason; assigning of partners to Allah, for which He hath given no authority; and saying things about Allah of which ye have no knowledge”. [Al-Qur’an 7:33]. Thus, “the Prophet Mohammed (peace be upon him) said: “Shall I not tell you whom the (Hell) Fire is forbidden to touch? It is forbidden to touch a man who is always accessible, having polite and tender nature.” (At-Tirmidhi).

However, the key to virtue and good conduct is a strong relation with God, who sees all, at all times and everywhere. He knows the secrets of the hearts and the intentions behind all actions. Therefore, Islam enjoins moral behavior in all circumstances. It may be possible to deceive the world, but it’s not possible to deceive the Creator. Hence the love and continuous awareness of God and the Day of Judgment enables older employees to be moral in conduct and sincere in intentions, with devotion and dedication when carrying out their daily responsibility in an organization. This positively enhance the intention of managers to retain older employee which found older employees to be morally upright than the younger employees.

Control Belief

- **Adaptability**

Adaptability refers as the ability to adjust with the surrounding changes through flexibility (Takii, 2007). It has been noted that one of the drive factors managers to retain older employees is adaptability (Smith and Weber, 2005; McMahan et al., 2012).

Social interaction

Previous studies carried out to evaluate the social interaction between managers and older employees in the workplace (Arrowsmith and McGoldrick, 1997; McMahan et al., 2012; Bal et al., (2010). Overall, social interaction and work connection influenced managers' positive intention to retain older employees. In a study by Arrowsmith and McGoldrick, (1997) revealed that older employees who were flexible and recognized the importance to social interaction with younger employees indicated workforce stability. Besides, the study noted that flexible and social mix are the key success of older employees to remain in workforce. According to Berger, (2006) many older employees lose their job due to lack of social interaction with the people around. They were lack of confidence and feeling of shame when dealt with other people. The authors pointed out that social interaction plays an essential role in the employment of older employees because it represents positive identities. Besides, Hesketh et al., (2011) noted that social interaction allows a person to accomplish better level of work performance by assisting one and another.

McMahan et al., (2012) evaluated the impact of the employment adaptability by using qualitative studies among female older employees. The results revealed social interaction such as confidence and cooperation offered promising adaptability which has resulted older employees more flexible towards any changes in workforce.

A study done by Bal, et al., (2010) described that older employees with stronger psychological contract, dedicated and contributed positive outcomes to their managers and organizations can make retention is possible for them. In different study by Brown et al., (2012) discovered that employees like being flexible and develop interactions with peers or others at work which has resulted learning possible among them. The authors pointed out that interaction by forming work activities will result proper decision can be attained especially when they are dealing with difficult task in demands. Heyler and Lee, (2012) reported that managers prefer to retain older employees who can communicate and adaptable. Based on the authors' findings, older employees were difficult to retain because they were less adaptable to changes than younger employees. Therefore, the study suggested that managers should encourage mixed interaction between older and younger employees in order to enhance the learning and sharing knowledge between these two groups of employees. Remarkably, it seems when they mixed together; higher potential older employees will learn something new from younger employees and vice versa.

- **Technology /Training**

Previous studies have shown the adaptability of older employees towards technology and training at work (Bruque and Moyano, 2007; Malul, 2009; Fenwick, 2012; Jeske and Stamov-Roßnagel, 2012; Jimoh et al., 2012; Magnani, 2012; Picchio and van Ours, 2012). The acceptance in learning and training process is considered an indicator whether older willing to adapt with the changes and technology or vice versa. The key of acceptance depends on the social interaction and the concerns of adaptation value of technology with the success outcome (Bruque and Moyano, 2007). A study done by Bruque and Moyano, (2007) revealed that older employees found difficult to adapt with the technology and training task because they were lack confidence, always feel they unable to do it and they were likely give up rather than integrate with the changes. Therefore, managers who wanted to improve and retain the older employees at work suggested that there is a need to change their mentality through socialization rather than changing their attitudes.

The ageing of labor force had driven managers in retaining older employees in order to preserve valuable work experience and skill within the organizations. In a study by Picchio and van Ours, (2012) revealed that training is one of managerial strategic of actions in retaining older employees in small medium enterprises in Netherlands. The study found that managers willing to retain older employees if they are willing to be trained. Besides, older employees who wanted to be retained within the organizations were more cooperative and willing to participate in the training. The study noted that the retention of older employee by using training approach would be able to avoid skills obsolescence and to enhance work outcomes to organizations.

According to Malul, (2009) technological changes have led to higher demands on skills level of older employees in order to remain in the workforce. Unfortunately, the authors found that learning and training seem would not provide much effect on older employee's performance due to the difficulty they faced in changing their adaptation level. In a different study by Meyer, (2011) highlighted that that the connection between older employees and technology remains disappointed. The author revealed that older employees were preferred to leave the workforce if the workplaces adopted technology. They were unwilling to accept the technological changes and find it difficult to adapt and return to workforce. Besides, they believe that they were not capable of improving and learning in anything. Also, similar study to Meyer, (2011), a work by Jimoh et al., (2012) found that older employees showed low acceptance towards information communication technology usage. They refuse to learn and they found that ICT were difficult to implement. The authors pointed out the factors such as lack of knowledge on the usefulness of ICT and low attitudes towards it have resulted older employees unwillingness to use the

system. Besides, Fenwick, (2012) reported that even older professional were refused to participate in learning. The study noted that they were having difficulty to adapt with the new demands of technology because of incapability to keep up with new knowledge.

Jeske and Stamov-Roßnagel (2012) studied the adoption level of e-learning among older employees in e-learning and they found that older employees showed both negative and positive attitudes towards it. The authors reported that although, large proportion of older employees refused to engage with technology online training (e-learning), there is evidence that some older employees are willing to use it. Older employees who perceived beneficial outcomes through e-learning were more likely encourage other older employees to join them. High demands in level of skills and good rewards serve as motivational factors for these older employees to participate in e-learning. A study by Magnani, (2012) described that organizations prefer to retain those talented older employees with technology skills than those who do not have. Notably, the older employees who have been retained were involved in training in order to increase their motivation and productivity.

9. Conclusion

Organizations should increase spending on research and development in order to increase the organizational effectiveness (Isaac, Aldholay, Abdullah, & Ramayah, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2018; Isaac, Abdullah, Aldholay, & Ameen, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, & Abdulsalam, 2018). There is no gainsaying to the fact that older employees are pigeon-holed in most labour force or organisations including Libyan corporations due to the feeble nature of the older employees in terms of health, work performance and absenteeism but evidence have shown from the reviewed literatures that older employees are more matured and endowed with wealth of experience and skills when compared to the younger employees which cannot be understated. Therefore the study recommended that managers should change their intention towards the retention of older employees in an establishment because they have been proven beyond reasonable doubt that they are well equipped in terms of experience, moral uprightness, commitment and loyalty. Future research should be conducted to investigate the relationship between variables by conducting cross-cultural studies as recommended by previous studies (Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017; Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Masoud, Samad, & Abdullah, 2016; Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Isaac, Abdullah, Ramayah, & Mutahar, 2017b).

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